



# 2019 ANNUAL REPORT



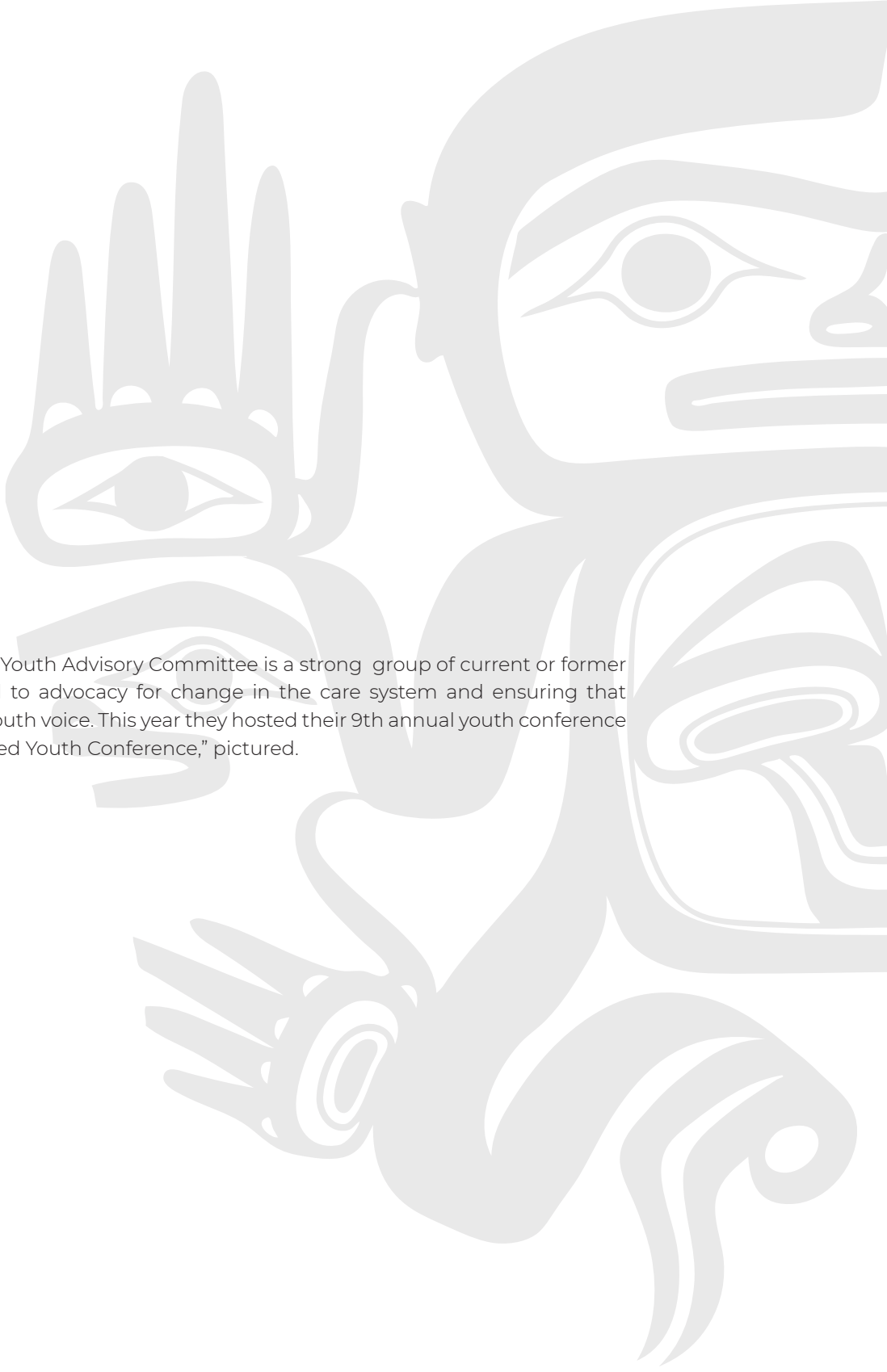
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Cover image: The Youth Advisory Committee is a strong group of current or former youth committed to advocacy for change in the care system and ensuring that VACFSS holds a youth voice. This year they hosted their 9th annual youth conference titled “The Unceded Youth Conference,” pictured.

# VACFSS ANNUAL REPORT



VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY  
*Our Children, Our Future, Our Responsibility*

**SEPTEMBER 2019**





## OUR LOGO

Laurence Wilson, from the Nisga'a Nation, designed the Vancouver Aboriginal Child and Family Services Society logo in 1993. The translation for the logo is "Human and Wolf Child." As the wolf represents family, this is a perfect symbol for our Agency, which has been established to strengthen Indigenous families. Laurence Wilson was born in 1954 in Nass River, an area located near the North Coast of British Columbia. Laurence has apprenticed under Norman Tait, a highly regarded West Coast artist, for three years and attended the prestigious Native art school, 'Ksan, from the beginning of 1978 to the end of 1979. He prefers to use such mediums as wood, canvas and hide in order to produce original paintings, drums and two-dimensional carvings. With his extensive background in design and form informed by his culture, Laurence Wilson has become one of the many prominent Native artists in British Columbia.

# OUR MISSION, OUR VISION

## *Our Mission Statement*

Provide holistic service delivery that culturally and spiritually strengthens Aboriginal children and families.

## *Our Vision Statement*

A balanced and harmonious Aboriginal community.

## *Our Policy Statement*

An Aboriginal perspective will be acknowledged, respected and legitimized through policy. An Aboriginal presence of knowledge and thinking will be reflected throughout VACFSS programs, policies, and practice.

## *Our Philosophy of Service Delivery*

We ensure that the rights, safety, well-being and spirit of Aboriginal children and families are upheld, honoured and protected. We strive to eliminate oppression, discrimination and marginalization within our community. We acknowledge and honour the inherent wisdom, capacity and resourcefulness of our community in designing programs and services to care for our own children and families. Accordingly, we are dedicated to planning, developing, and implementing creative and innovative Aboriginal programs and services in collaboration with members of our community and other agencies.

# OUR VALUES

## *Humility*

Humility is putting others first by giving up what you think you deserve; Mother Earth for she provides our every need and loves us even when we do not listen to her; a newborn baby coming into this world with nothing but their small presence asking only to be loved and cared for; recognizing what we give in our lives and being thankful for each new day.

## *Strength-Based Practice*

VACFSS incorporates a strength-based approach to service delivery. We believe in empowering people to trust that they have both the capacity and mastery to take responsibility for their own healing. By carrying the teachings of our ancestors and incorporating Aboriginal cultural customs within our social work practice, we can facilitate healing opportunities and share in the successes of Aboriginal children, families and the community that are involved with VACFSS.

## *Respect*

Respect flows freely from the Creator to and through everyone and everything without judgment, from the tiniest child to the oldest Elder. It is the basic law of life that allows feeling and showing honoured for all the creator's creations; all cultures, all ways and all paths to the creator which keeps the circle flowing in a good way.

## *Integrity*

Integrity is doing the right thing even when nobody's watching.

## *Belonging*

Belonging is creating authentic connections that encourages healthy and caring relationships with our children, families and community.

**1**  
**2**  
**4**  
**6**  
**12**  
**16**  
**20**  
**26**  
**32**  
**38**  
**42**  
**45**  
**79**  
**80**

BOARD OF DIRECTORS

MESSAGE FROM THE CHAIR

MESSAGE FROM THE CEO

DIRECTOR OF PROGRAMS

HUMAN RESOURCES & COMMUNICATIONS

POLICY, RESEARCH AND DEVELOPMENT

CHILD PROTECTION

FAMILY PRESERVATION & REUNIFICATION SERVICES

RESIDENTIAL RESOURCES

GUARDIANSHIP

FINANCE

AUDITOR'S REPORT

COMMUNITY PARTNERS

ORGANIZATIONAL CHART





# TABLE OF CONTENTS



# **BOARD OF DIRECTORS**

*The Board of Directors as of the 2018 Annual General Meeting*



Linda Stiller .....	Chair
Madeleine MacIvor .....	Co-Chair
Richard George .....	Treasurer/Secretary
Virge Silveira .....	Director
Perry Omeasoo .....	Director
Lee Brown .....	Director
Darlene Willier .....	Director
Bernice Discon .....	Director
Aaron Christoff .....	Director



## **MESSAGE FROM THE CHAIR**

Dear Members:

I am proud and pleased to report out on another busy year.

This year we were able to deliver on our strategic priority of “Sharing our Aboriginal experiences in developing and implementing VACFSS Aboriginal child welfare policies and practices,” by presenting our research at a conference we hosted in February. Our conference was well attended and well received as 95% of the attendees said that they would recommend the conference to others. Specifically, our conference entitled *‘Strengthening Our Relations: Restoring Family Within Community’*, was intended to share information on practice pathways for facilitating restorative outcomes for children and families. Our keynote speakers Steven and Dr. Gwen Point discussed the importance of understanding the role of traditional healing practices. The conference also featured our young leaders, the Youth Advisory Committee and many others who delivered excellent presentations on restorative child welfare. Many thanks to all who were involved in the planning, promoting, presenting and coordinating of this event.

This year, we also made progress in our discussions regarding our funding agreement with MCFD. In partnership, we established a forum to review, and discuss our operational needs and costs associated with delivering restorative, culturally relevant practice. The standardized funding approach funds our agency according to three categories for: 1. direct staffing and associated operating costs, 2. maintenance and ancillary support costs, and 3. infrastructure costs. I am appreciative of our ongoing dialogue with MCFD, and their acknowledgment of our service and practice approach. I am particularly pleased that maintenance funding for our children will be reimbursed to actual expenditures, thereby ensuring that we are able to meet all permanency planning costs.

I am encouraged that the new Bill 26 *CFCSA* amendments which call for the greater involvement of Indigenous communities and for the connection of children to their culture, which is consistent with our already established practice, and that we will be resourced to ensure children remain connected to their families and communities. Through the new cultural funding we have sufficient support to fund our cultural initiatives for children, youth and their families, cultural training for our caregivers, support for inclusive foster care, the inclusion of Elders and knowledge keepers within our service framework and to expand homecomings for children and youth in care.

In closing, I would like to extend my gratitude to the board for their guidance and wisdom for ensuring the mission and values of VACFSS, and to the dedicated staff for their work in ensuring the best interests of our children and families.

All My Relations,

Linda Stiller

# MESSAGE FROM THE CEO

I begin my report by acknowledging the social workers, administrative support staff, team leaders and managers who demonstrate their ongoing commitment to the well-being of families, children and youth served by VACFSS. Through their efforts VACFSS is changing the outcomes for families referred to us by the community. We are committed to community and family engagement through collaborative practice, honouring and incorporating the diverse cultural practices of those we serve, and developing and implementing VACFSS programs and policies that support a restorative approach to working within the *Child Family and Community Services Act (CFCSA)* of BC.

VACFSS practice is based on the collective efforts of the exceptional practitioners whose lives are dedicated to helping others. Special recognition goes out to all the social workers who have been with the society for over 5, 10 and 15 years and whose continuity of service is making a positive impact in the lives of our children, youth and families as they engage in a healing and reconciliation process. The resident Elders support our practice by conveying respect, safety and deep reflection in situations of crisis and ongoing collaborative service planning.

My hands go up to all of our partners without whom our efforts would not be possible. The management reports that follow identify all of the achievements we are grateful for. This includes the positive outcomes for youth aging into community, parents who have worked towards rescinding the continuing care orders, the kith and kin who provide care under the out of care options, and the caregivers who support VACFSS' inclusive foster care policy where children remain connected to their parents while in care.

This year has been extremely challenging due to the opioid crisis. We share the loss of families who have lost a loved one due to overdose. We are grateful to the community groups who assist service providers to engage those impacted by addiction to the interventions available. While great effort is made to support substance affected expectant mothers to continue caring for their infants within a safety plan, VACFSS has seen an increase in the number of infants requiring specialized care at birth. We continue focusing our efforts to identify kith and kin to care for children requiring temporary or longer term placement and we are reaching out to the families of those served by VACFSS for this care.

Strengthening cultural identity and maintaining connections with family and community are central to our Guardianship practice. VACFSS provides various modalities of cultural engagement for children and youth. This year we celebrated the third year of the CIRCLE program for children ages 7 to 12 while continuing our 7<sup>th</sup> year of the Culturally Relevant Urban Wellness program for 12 to 15 year olds. Both these programs are led by dedicated community members who bring heart and spirit to child and youth cultural engagement. Our Youth Advisory Committee attended various conferences as presenters including a presentation to the Senate as well as hosting their annual youth conference.

The standardized costing review resulted in adjustments to our overall funding and we are assured that our enhanced cultural programming for children, youth and families will continue. Adjustments were made to fund the actual cost to child specific residential care costs, wages arising from the collective agreement, cultural programming and a top up to cover the actual infrastructure cost. VACFSS will continue discussions to seek funding to support child in care costs associated for infrastructure, therapeutic access, and respite for parents.

Governance at VACFSS is led by a group of dedicated volunteer Directors. Accountability is tracked through





*VACFSS Board Member Bernice Discon, BC's Representative for Children and Youth Dr. Jennifer Charlesworth, VACFSS CEO Bernadette Spence and VACFSS Guardianship Manager Holly Anderson.*

annual reporting on strategic priorities and aligning services with the Calls to Action for Child Welfare from the Truth and Reconciliation Commission. Organizations need safety to function within their mandate and to carry out the daily work. Social workers require an environment where restorative policy, adequate resources, and ongoing support are secured in order to do their best work with children, youth and families. The VACFSS Board of Directors provides the essential safety for thoughtful, innovative and consistent practice.

Ne na nas ko mon, (with gratitude)

Bernadette Spence, CEO  
Kapisimipimotih Iskwew

# DIRECTOR OF PROGRAMS

*Cole H. McGillivray*

It's an honour to submit the Director of Programs annual report since we've been fortunate to host many successful cultural events for the children and families involved with our agency as well as solidifying our relationships and partnerships with Indigenous communities throughout the province of BC. The Director of Programs works under the leadership of the CEO to support and coordinate the functions of VACFSS' delegated programs, those being, the Guardianship, Resources and Child Protection programs. We are collectively committed to working together in a collaborative way to enhance culturally diverse services that are grounded within Indigenous restorative child welfare practice. In addition, we've had several opportunities to work on strengthening the child's circle by connecting them to their specific cultural teachings, ceremonies and to remain connected to their families, extended families and communities.

The Out of Care Options allow our children to reside with their families, extended families and in their communities. In addition, we have seen an increase in family reunifications with our Guardianship program where by legal orders such as rescinding continuing custody orders and returning children back to their families has become their main goals. Our Resources program is implementing Inclusive Foster Care which has family involved and connected to raising their children alongside the caregivers with an emphasis on maintaining those family and kinship ties and having the children involved in strengthening their cultural identities.

## **Integrating Our Practice Meetings**

The Integrating Our Practice (IOP) Meetings are a highly successful learning initiative that commenced in late 2012. These meetings occur every second month and brings our agency's leadership team together to network and strengthen our Indigenous restorative child welfare practice approach by hosting training opportunities on our program policies, demonstrate the continuum of

services we offer for the children and families, and created learning opportunities to receive teachings from the Coast Salish Elders and learn about ceremonies and protocols with the territory which has contributed to the growth in our Indigenous clinical practice knowledge.

In 2018/19 we had a number of stimulating IOP meetings, many with guest presenters, that focused on Indigenous restorative child welfare practice such as: Keeping our Children Safe, Inclusive Foster Care, Forum: Wrapping Our Ways Around Them, Raising our Children Together, Permanency Planning, Traditional Ceremony on the use of the Chieftain Stick, Restorative Supervision and Siyamints.

Another outcome of the IOP meetings is a nurtured and enhanced relationship amongst the program areas in order to promote a cohesive and integrated approach to Indigenous restorative child welfare practice within an urban setting. Secondary, the IOP provides the avenue to demonstrate how important each program area has an active and significant role in the children's circle of supports.

The leadership team have stated these meetings have contributed to gaining a deeper understanding and appreciation of working from an Indigenous restorative child welfare practice. Additionally, we have some initiatives that are intended to complement our practice and work towards the community vision of reducing the number of Indigenous children in foster care.

## **Special Projects**

- **Cultural Committee:** The purpose of the Cultural Committee is to encourage and maintain Indigenous culture and cultural practices as the foundation of the work we do at VACFSS by providing information and advice to staff on cultural activities and programming which will strengthen our ability to provide culturally appropriate services to the children,



youth, and families receiving our services.

The Cultural Committee considers input from a wide range of Indigenous perspectives to ensure appropriate cultural practices and protocols are available and to respectfully acknowledge the diversity of Indigenous children, youth and families involved with our agency.

The Cultural Committee takes the lead in organizing agency events such as burnings, sage picking and volunteers for program cultural events such as: *Honouring our Sacred Bundles*, *Honouring the Journey of our Youth*, Caregiver Cultural Camps, *Touching the Land of our Relations*, the Moose Hide Campaign, and National Child Day.

- **Internal Practice Audit Project:** In preparation for the MCFD practice audit, which determines whether the delegated programs are in compliance with the MCFD Aboriginal Operational and Practice Standards and Indicators, the programs have developed an internal practice audit committee that tracks the standards and compliance rate of each of the program areas.
- **Annual notification to Delegated Aboriginal Agencies (DAA):** The Guardianship program is committed to inviting the DAAs an annual invitation to have direct involvement in the development of cultural plans for their children and youth.
- **Placement Review Committee:** The purpose of the joint Placement Review Committee (PRC) is to maintain consistent fiscal practices, share resources and work towards the best possible outcomes for children, youth and their families. The PRC is our effort to demonstrate our ongoing collaboration and partnership with MCFD within our Service Delivery Area. This coming year we are going

to be moving towards developing our own internal review committee to ensure that children are moving into long term placements after initial assessment and stabilization.

- **Crossover Committee:** This is a collaborative effort with MCFD, VACFSS and CYMH stakeholders who specialize in youth services to respond to high risk youth behaviours. This committee meets daily to develop joint safety plans for youth who are of concern and may be frequenting high risk areas such as the Downtown Eastside and Commercial Drive area, both of which are known for exploiting youth or luring them into gang activity or substance misuse.

## Moving Forward

In closing I would like to acknowledge the many incredible individuals who have contributed to the agency since VACFSS' inception. In light of this, the VACFSS leadership team has collectively stayed focused on contributing to the strengthening of the cultural services we provide for our children, youth, families and communities. We have focused on emphasizing a collaborative and integrated approach to practice that is centered on Indigenous knowledge systems and worldview.

Our journey on the Indigenous restorative child welfare approach has been met with many challenges and successes over the years, but each challenge has presented itself as a learning opportunity to further strengthen our resolve to decolonize our practice—while keeping our children, youth and the families overall safety, health and well-being, as forefront in the work we do. As we work on strengthening the child's identity and creating healing opportunity each of the programs have their own cultural events as well and will develop more initiatives to meet the needs of those who are involved in our agency.

We honour the principles of Indigenous restorative

child welfare practice of keeping children and youth connected to their families, extended families and communities, while continuing to develop resources to do so. We are committed to reducing the number of Indigenous children coming into foster care and increasing the number of family reunifications by returning children home to their families and communities.

I hold my hands up to our Board of Directors, our CEO and front line staff who all work diligently to ensure our children and youth are being raised in a respectful way and strengthening their cultural identity. It's truly a privilege to be of service to the children, youth and families and working within the Coast Salish territory, including the **xʷməθkʷəy̓əm** (Musqueam), **skwxwú7mesh** (Squamish) and **selilwítlh** (Tsleil-Waututh).

Ekose

Cole H McGillivray  
Director of Programs 🙌





*The Cultural Coordinator helps integrate cultural practice into VACFSS programs, such as leading the annual journey of staff, families, youth and caregivers to harvest sage together in the territory of the Nicola Valley Nations.*



# PROGRAM HIGHLIGHTS



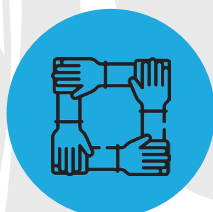
## RESEARCH AND POLICY DEVELOPMENT

- ▶ In the last year, VACFSS has begun work on 4 new research projects, submit 3 papers to peer-reviewed journals and held a knowledge-sharing conference to improve practice and lead to findings that strengthen our policies.



## STRENGTHENING FAMILIES

- ▶ The Family Preservation and Reunification program provides counselling support services, peer group support and culturally informed interventions for Indigenous families including the Strengthening Families group, Strengthening Fathers group, Sacred Life givers group, mentoring, therapeutic counselling and the family day program.



## GATHERING THE CIRCLE

- ▶ With Elder involvement, the Child Protection program uses a collaborative practice approach of gathering the child's circle to develop a service plan for children and their parents, with a defined role for the extended family and the community, using kin and kith placements wherever possible.



## CULTURAL SUPPORTS

- ▶ VACFSS programs incorporate cultural practice through Ceremony, Elder involvement, and Indigenous ways of knowing. Cultural initiatives at VACFSS include the *Honouring our Sacred Bundles Ceremony*, *Honouring the Journey of our Youth Ceremony*, *Homecoming Ceremony*, *Osapachikan Ceremony*, Tobacco Tie teachings, Sweat Lodge Ceremony and other traditional teachings.



## INCREASING KIN AND KITH PLACEMENTS

- ▶ With an emphasis on the least disruptive measures to bringing children into care as a vital component to restorative practice, agreements with extended family or community members and voluntary care agreements are becoming more commonly used.





*In recognition of the VACFSS conference *Strengthening Our Relations: Restoring Family Within Community* being held on Coast Salish territory, a witnessing ceremony took place and four witnesses arriving from the four directions were called to share their observations of the event. Dee Dee Tashoots from Kermode Friendship Centre represented the direction of the North as a witness.*



# HUMAN RESOURCES AND COMMUNICATIONS

*Paul Hucul, Director*

## **Mandate**

The mandate of the Human Resources and Communications (HRC) Department is to develop and administer programs in the following areas: recruitment, selection, training and staff development, performance management, labour relations, compensation management, records management, information management, occupational safety and health, wellness, benefits administration, HR policies and procedures, public relations, communications and cultural competency.

### **A. STAFFING (AS OF MARCH 31, 2019):**

VACFSS had 141 funded positions. Total staffing included a mixture of 146 regular employees, 1 secondment and 24 casual employees which allowed VACFSS to draw from a resource of 171 employees.

Of Team Leaders / Supervisors, 61% and 67% of Managers were of Indigenous ancestry. In addition, 58% of VACFSS staff members were of Indigenous ancestry to reflect the demographics of the clients that VACFSS served.

Recruitment activities of HRC have been successful in that there were 545 applications to VACFSS resulting in 34 new employees hired, including 21 regular employees and 13 casual employees. Seventeen (50%) of these new hires were of Indigenous ancestry. There were also 28 internal selections.

### **VACANCIES**

As of March 31, 2019 there were 11 vacancies in funded positions for an agency vacancy rate of 7.8%. There were 5 vacancies in the Child Protection Program for a vacancy rate of 8.8%. The 5 year average vacancy rate for VACFSS funded positions was 5.4%.

### **B. EDUCATION AND TRAINING:**

Extensive HRC sponsored training was provided to VACFSS staff in the 2018/2019 fiscal year. Seventeen (17) new social workers attended Indigenous Cultural Perspectives delegation training. Additionally, 2

Senior Social Workers and 3 Social Worker Assistants completed the training for educational purposes.

VACFSS employed a firm to provide bullying and harassment prevention training to the managers, supervisors and to front line staff. Seventeen (17) staff attended. There was one cultural camp in Langley in which 13 staff members attended. HRC continued to support leadership training under **Siiyamints (see-yom-main-ts)**. Fourteen (14) staff from the supervisory and senior social worker group participated in the leadership training from a contracted firm. There was one new employee orientation day, in which 26 new employees attended. Privacy training was ongoing and 14 employees took part. In addition, 35 employees attended a social media workshop.

### **C. LABOUR RELATIONS:**

HRC continued to work out issues with the BCGEU. Labour Management Committee meetings were held every two months. Several labour issues were resolved without going to the grievance process. One grievance was filed in the 2018/2019 fiscal year and one grievance from a previous year was settled through expedited arbitration. A number of disputes were solved informally utilizing the VACFSS dispute resolution process. In addition, the 2019/2022 Collective Agreement was bargained and ratified.

### **D. OCCUPATIONAL SAFETY AND HEALTH (OSH):**

VACFSS continued to invest resources into the OSH program. The infrastructure at all sites is continually being replenished including Joint Occupational Safety and Health Committees, emergency personnel, and First Aid Attendants. Meetings are held monthly at each location. All three sites met quarterly to review *VACFSS Health and Safety Policies, Procedures*, current incidents and issues brought forward by staff. OSH procedures are in place and the OSH manual is posted on the intranet. Ergonomics assessments occur for new staff, staff return-



VACFSS staff participate in a culture camp that teaches them Indigenous perspectives, shares the wisdom of knowledge keepers and explores how to integrate culture into their practice.

ing from leaves as well as those changing offices or buildings. VACFSS' Violence Prevention Program continues to be a priority as it aligns with WorkSafeBC's High Risk Strategy. Monthly training in OSH was presented by program managers or their designate to their program or department. VACFSS was faced with the ongoing challenge of emergency personnel turnover, continual OSH training, procedure writing and amendments, OSH administration and emergency drills. VACFSS' focus will continue to be placed on Violence Prevention and Risk Assessment in the workplace to ensure health,

safety and security of our employees. A change that was implemented as a result of the 2019-2022 *Collective Agreement* will see benefits continuation for employees off on WorkSafeBC claims where claims are accepted.

During the 2018/2019 fiscal year, VACFSS had a total of 9 incidents reported to WorkSafeBC involving employees. Five of these incidents were reported with no further healthcare or time loss claim. Three claims resulted in employees missing time from work and healthcare entitlements being granted.



#### ***E. DELEGATED EMPLOYEES:***

One claim resulted in only healthcare costs claimed.

In the 2018/2019 fiscal year VACFSS had a total of 123 delegated employees including 105 delegated regular employees.

#### ***F. PUBLIC RELATIONS AND COMMUNICATIONS:***

As of April 1, 2018, the Communications Unit was transferred to the Director of Human Resources and Communications. The Communications Unit is staffed by the Public Relations and Communications Associate who oversees external and internal communications activities for departments across the agency. In addition, a co-op student was hired. In the 2018/2019 fiscal year, the Communications Unit launched a new media monitoring strategy and a new digital newsletter. Between the April 1, 2018 and March 31, 2019 external communications activities were successful, resulting in an increase of social audiences online by 39% and website visitors by 25%. VACFSS also has a positive online presence as an employer with a 3.9/5 rating on Glassdoor and a 4.4/5 rating on Indeed. Internal communications were also successful in that the open rate for the newsletter was 24% and the click rate was 14.7% and usage of the intranet, a platform to increase connectivity between departments and share relevant news, information and policies with staff, increased by 244%. The Communications Unit attended and photographed 14 agency events and designed over 45 graphics and forms for departments throughout the agency.

#### ***G. WELLNESS: LIVING A HEALTHY ABORIGINAL LIFESTYLE (LAHAL):***

VACFSS has continued to support its employees in performing their difficult work by maintaining the following wellness activities:

1. Massage for stress reduction sessions were provided to staff at all 3 work sites;

2. Sewing for Wellness was provided to staff once a month;
3. The Clinical Counsellor Elder played a very important role in the wellness, healing and cultural program at VACFSS. The Elder provided services to all 3 VACFSS work sites. She provided 316 one-to-one counselling or intervention sessions. In addition, the Elder participated in 8 important cultural ceremonies including Honouring the Journey of our Youth and the cultural camps. She also participated in 24 group interventions and participated in committee work involving 5 different committees. The work of the Elder was received very positively throughout the agency;
4. The Critical Incident Stress Management (CISM) Team continued to provide peer support to workers who experience critical incidents;
5. VACFSS continued to support and sponsor employees to participate in the Vancouver Sun Run; and
6. Yoga was held on a regular basis at all three work sites.

#### ***H. CULTURAL TRAINING / CEREMONIES:***

Cultural training, education and cultural events were provided to VACFSS staff members as follows:

1. Cultural Camp in Langley was provided to 13 staff members; and
2. Several ceremonies were conducted including: Honouring the Journey of our Youth, Caregivers' appreciation dinner, Winter Solstice, sage picking, agency update meeting, Celebrations of Life, Honouring our Sacred Bundles ceremony and individual smudging for staff.



## Summary

In the 2018/2019 fiscal year the HRC Department once again continued to be faced with significant challenges as the result of the nature of the work in an era of greater accountability and demand for services as well as the opioid crisis. Great emphasis was placed on retention of staff. In addition, the HRC staff worked extremely hard to provide ongoing service and support to all the programs and departments through regular consultation and development of organizational systems and procedures. Agency-wide HRC initiatives contributed to a welcoming work environment.

## Future Initiatives and Goals

The following initiatives will be taking place in the 2019/2020 fiscal year:

1. Essentials of leadership training for VACFSS Senior Social Workers will be delivered;
2. Cultural camps will be held in June and in the fall;
3. A formal Attendance Management Program will be instituted at VACFSS;
4. The Aboriginal Alternate Dispute Resolution Process Guidelines will be developed and initiated;
5. Occupational Health and Safety procedures will continue to be developed and amended. In addition, HRC will continue to provide leadership in the Violence Prevention Program and Bullying and Harassment Prevention Program;
6. Indigenous cultural competencies will continue to be formally integrated into VACFSS hiring, promotion, evaluation and service delivery;
7. The Restorative Supervision Model will be implemented including a revised performance review system for VACFSS employees;
8. Recruitment, selection and retention initiatives will be intensified to ensure that VACFSS staffing levels are at an acceptable level and that high quality workers are employed and retained. In addition, further initiatives will be taken to increase the percentage of Indigenous employees at VACFSS;
9. Update the policies and procedures manuals; and
10. The Public Relations and Communications Unit will be developing a communication strategy for VACFSS. 🙏

# POLICY, RESEARCH AND DEVELOPMENT

*Dr. Carolyn Oliver, Policy, Research and Development Coordinator*

This year has been a busy one for the Policy, Research and Development Unit. Our goal is that policy, research, quality assurance (QA) processes and training work together to support Restorative Practice in service of our children and families. The learning goes both ways: Restorative Practice and the experiences of our children and families guide and strengthen our policy, research, training and QA.

1. Our training is guided by VACFSS policies and grounded in values, cultural knowledge, research and messages from families as to what works best.
2. Our research addresses important practice problems, empowers those who participate and leads to findings that strengthen our policies, training and Restorative Practice.
3. Our policies are evidence-informed and meet provincial standards while articulating our unique vision, values and practices.
4. Our Quality Assurance processes honour the experiences of our families, strengthen relationships and support organizational learning.

## Research

Over the last 12 months we began work on four new research projects (focusing on outcomes of the Family Preservation program, a culturally-grounded process for use with youth who are preparing to age into community, Restorative Supervision and implementation of the Truth and Reconciliation Commission findings). In addition to submitting three papers to peer-reviewed academic journals, we also had the opportunity to engage deeply in the translation of research to practice as our Inclusive Foster Care study moved to the stage of implementing findings. With our partners and the leadership of VACFSS' Resources Program, we are developing tools, processes, policy and experiential training to support relationships between foster families and the family and Nation(s) of the children in their care. One exciting outcome of the work has been to initiate the development of a VACFSS website for caregivers that aims to provide much-needed information about the child's Indigenous culture(s) and community(ies). Another is a program of support and education for foster parents that has been developed by Hollyburn Family Services to meet identified caregiver needs for help in understanding and addressing the impacts of colonization, coming into relationship with the child's Indigenous community(ies) and integrating into their home cultural teachings and practices relevant to the child.

## Training

The Policy, Research and Development Unit is currently piloting a week of in-house training that focusses on 'critical pieces' in the knowledge of new Child Protection workers, but is open to all workers of all levels of experience. It includes early training in how to use the ICM (the computerized recording system), as well as training on Restorative Practice, good recording, Inclusive Foster Care and practice wisdom from our more senior workers. We also continue to develop the Practicum Program. This



year saw a very successful practicum year with the largest number of students being placed in recent years. Nine (9) practicum students were placed for their field education at VACFSS. From this cohort three (3) students have applied for employment with the agency.

## Policy

We are in the annual process of updating the VACFSS policies *Keeping our Children Safe and Raising our Children Together*. Our goal is to ensure they enable the most Restorative practice possible and provide a clear and accessible guide for our staff and families. The updates this year respond to the exciting changes in the provincial legislation to support Indigenous child welfare. It has been gratifying to see how far VACFSS had already incorporated many of the 'new' practices envisaged by the legislators, and how we can extend our practice to deepen our work with the child's Nation(s). In June, we

heard new ideas on this from the Youth Advisory Committee, who have invited us to partner with them in a weekend retreat to develop their own input into VACFSS's policies and strategic plan.

## Client Concern Resolution Process

Our Quality Assurance Advisor received 23 eligible complaints over the last 12 months. Of these, 12 were resolved at the local resolution stage and 11 were either resolved on their own before reaching the local resolution stage or were withdrawn by the complainant. Fifteen complaints (65% of the total received) reached resolution within 30 days, and the average number of days until a local resolution meeting was 16. As we continue to emphasize relational engagement between the complainant and VACFSS, there are times when the 30 day timeline for complaint resolution is extended to enable the necessary dialogue to take place. We will continue to balance the requirement to resolve



*Growing the Circle: Perspectives on Inclusive Foster Care* was presented by a former youth in care, foster caregiver, social worker and researcher and explored how to strengthen connections between caregivers, Indigenous families and a child's First Nations communities.

complaints quickly with the need to ensure that the process is administratively fair and supports the voice and engagement of all who should be involved.

## VACFSS Conference

Finally, a highlight of the year for the entire agency was VACFSS' *Strengthening our Relations: Restoring Family within Community* Conference. This was the culmination of an enormous amount of work by many staff and it was a beautiful demonstration of our Board's strategic priority to "*Share our Aboriginal experiences in developing and implementing VACFSS Aboriginal child welfare policies and practices.*" The conference brought together over 400 attendees to share space, ceremony, research and learning with the common goal of advancing innovative culturally grounded child welfare. VACFSS presenters included youth in and from care, foster parents, frontline staff, managers, Elders and our CEO!

In the spirit of knowledge sharing and transparency, VACFSS presented 5 workshops on its programs, research and service models including: *Growing the Circle: Perspectives on Inclusive Foster Care*; *Using*

*Data to Restore Family within Community*; *Honouring Young Leaders through Youth Engagement in Research and Practice*; *Lived Experience Accounts of Ceremony and Engagement and Restorative Supervision: Cultivating Restorative Practice*. Youth in/from care presented the closing keynote: *Reconciliation through the Eyes of our Young People*.

The conference featured other leaders including representatives from Native Child and Family Services of Toronto, Gitxsan Child and Family Services Society, MCFD and the Canada Research Chair in Indigenizing Higher Education, as well as keynote speakers Honourable Steven Lewis Point, Dr. Gwen Point and Dr. Gabor Maté. We are particularly thankful for the work of our Board members Madeleine MacIvor and Dr. Lee Brown, who graciously guided the conference as MC's, and for the grounding provided through the prayers, songs and cedar brushings by our Elders Orene Johnston from the Squamish Nation and Bruce Robinson from the Nisga'a Nation. Ninety-five percent of those who left feedback said they would recommend the conference to others and 94% were interested in attending a VACFSS conference in the future. It appeared to be a great success and the dialogue and shared commitment will continue to guide our work over the year ahead. 🙏





VACFSS Elders Bruce Robinson (pictured) and Orene Johnston provided welcoming, prayers, songs and cedar brushings to attendees at the VACFSS Conference.

# CHILD PROTECTION

Anju Sohal, Manager

The child protection (CP) program works collaboratively with families by engaging their primary system of support, their affiliated First Nations community, other Indigenous agencies who serve the family's affiliated community, and other resources to deliver child safety and family support and prevention services in the City of Vancouver. Gathering a strong circle of support around the child and their family through one of the collaborative pathways, services are delivered by providing practical support, concrete resources and cultural connections to keep children safe and with their family. CP is also responsible for receiving, assessing, and investigating alleged reports of child abuse, neglect and exploitation of children. Reports are predominantly assessed using a family development response model focusing on collaborating with families to address safety concerns for the best interest of their children.

CP social workers receive their mandate to carry out duties under the legal authority of the *Child, Family and Community Services Act (CFCSA)* and with the endorsement of the Indigenous community to ensure that Indigenous children are protected and families are adequately supported. As an Indigenous agency, we look for innovative methods of providing safety for the child within the child's circle of belonging and connection. CP is guided by the five core VACFSS values of integrity, belonging, humility, respect and strength-based practice. In situations where children are determined to be at risk, CP prioritizes the least intrusive measures and kinship placement options to keep children safe. Ongoing access to the parent within the VACFSS Access policy is fundamental to keeping children connected. The overall goal of the CP program is to support and facilitate pathways to healing. These pathways to healing begin with worker engagement, collaborative practice, in-house Elders, Family Preservation workers and gathering the families own circle of support.

## Restorative Practice at the VACFSS CP Program

*Keeping Our Children Safe* is the VACFSS CP policy that was created to support the unique ways in which CP has worked to practice in a restorative manner. Some of the ways that restorative practice has been implemented are as follows:

### STAFFING:

- ▶ Hiring of staff with deep knowledge of Indigenous peoples' history in Canada
- ▶ A commitment to social justice
- ▶ Trauma-informed practice
- ▶ Social workers with lived experience working with the urban Indigenous community
- ▶ Knowledge of the various Cultures and First Nations within BC and Canada
- ▶ Retention of 50% plus one of Indigenous staff in the CP program

### PRACTICE:

- ▶ A strong focus on the use of least intrusive measures
- ▶ Commitment to Family Preservation and Reunification Referrals
- ▶ Engagement and collaboration of Elder support to families
- ▶ Facilitates access to Cultural practice including participation in Ceremony
- ▶ Access funding and ensuring continuity of service through the use of Jordan's Principle
- ▶ Safety planning with family and community



- ▶ Facilitates Collaborative Practice meetings where families create their own unique plan to address concerns
- ▶ Collaborating with Nations to find local community supports and cultural opportunities
- ▶ Kinship placements through Out of Care Options
- ▶ Explores Voluntary Care Agreements and Special Needs Agreements with Family
- ▶ Use of transfers of Custody to family and kin (Section 54.01, *CFCSA*) over the use of a Continuing Custody Order application
- ▶ Supporting the Guardianship Program with completing rescindment assessments to cancel Continuing Custody Orders for children in care

#### **TRAINING AND RESEARCH:**

- ▶ Social work training through Indigenous Perspectives Society
- ▶ Elder teachings and Ceremony
- ▶ Research project on the use of restorative practices that have led to the best outcomes for children and families involved with the CP program

#### **ACCOUNTABLE PRACTICE:**

- ▶ VACFSS Conference 2019 – *Strengthening our Relations: Restoring Family within Community*
- ▶ Published Annual General Report on CP practice with Indigenous children and families
- ▶ Internal VACFSS audit of the CP program

- ▶ Bi-annual reporting to the VACFSS Board of Directors
- ▶ Partnering with the Representative for Children and Youth to ensure children and youth's needs are being addressed
- ▶ Responsiveness to complaints via quality assurance

#### **REFERRALS TO THE FOLLOWING PROGRAMS:**

- ▶ Strengthening Families – Indigenous parenting
- ▶ Strengthening Fathers – Indigenous fathers' group
- ▶ Elders and Ceremony
- ▶ Circle of Security – Indigenous mothers' group
- ▶ First Nations Communities – providing financial support for family and children to attend cultural opportunities and Ceremony with their home community

#### **INDIGENOUS CP PARTNERSHIPS:**

- ▶ Warriors Against Violence Partnership – domestic violence program for Indigenous families
- ▶ Aboriginal Mothers' Centre partnership – supported housing and services for Indigenous mothers
- ▶ Pacific Association of First Nations Women – In-home support services and access support
- ▶ Use of Indigenous Mediators – Attorney General's Office
- ▶ Partnership with Sheway, Fir Square and Women's Hospitals to support pregnant women who are substance using

- Many other partnerships within the community and various agencies

The CP program initiatives will continue to be developed with the guidance of key reports such as the *Truth and Reconciliation Calls to Action* and the *Missing and Murdered Indigenous Women* with respect to the child welfare system.

## Profiles of Reports Received

CP reports occur when new families come to the attention of the program and are assessed by the intake team. CP also receives reports on families that are already involved in the program. Reports for support services are coded as Service Requests (SR), while reports of suspected maltreatment of children are coded as Incidents. Incidents are categorized into concerns requiring an Investigation (INV), or concerns involving a Family Development Response (FDR) method. Investigations are required for cases where there is a report of abuse and parents are unwilling to engage with VACFSS to ascertain a report of concern involving a child or youth. An FDR is a protection response where parents and social workers collaborate to mitigate identified safety concerns.

During this past reporting period, 85% (311) of the incidents received were assessed as FDR, and 14.5% (53) were coded as INV for a total of 364 incidents. There were also 121 service requests (SR). This year, the CP program also received 1819 after-hours memos that either produced a new report or provided updated information on open files after regular business hours.

Neglect is the most common category of concern recorded within the CP program with 364 incidents received this past fiscal period. Likelihood of harm due to exposure to domestic violence is the second largest category of concern. A breakdown of the Section 13 concerns of the CFCSA, the legislation that guides child welfare work, indicates that neglect

was recorded in 255 incidents as a significant risk factor. Likelihood of physical harm was cited in 174 incidents. This category includes likelihood of harm due to domestic violence, likelihood of physical harm due to neglect and reports of physical harm to children.

Sexual abuse or exploitation was recorded 3 times and emotional harm was noted in 2 incidents. There were also 3 incidents that were recorded as “other” with Section 13 concerns of the child being absent from the home or the parent passing away.

A month-to-month comparison of incidents received shows higher reporting during April, December, and January. A further breakdown of the incidents shows the following categories of reporter type: police 26% (95), community professionals 20% (72) which consists of staff from other ministries, social workers, counsellors, and foster caregivers. The next category are concerned citizens 16% (58) consisting of relatives, neighbors, friends, other, and anonymous people. The fourth largest category consists of health professionals 15% (54) including hospitals, health professionals, and support service providers. The subsequent categories include schools and daycares at 11% (41), parents at 13% (39), and finally from children and youth themselves at 1.4% (5).

## Caseload Profile

As of March 31, 2019, there were a total of 549 open service files. Of these, there were 289 Family Service (FS) files, as well as 165 Child Service Files (CS) files, and 95 children in Out-of-Care Options (OOCO) CS files. The 289 open FS files represent a total of 1757 persons served by the Family Service Teams: 852 adults and 904 children.

If FS files have multiple risk factors they are classified as “high risk and complex.” These families face multiple barriers and are struggling in many aspects of their lives. These families need a strong circle of





*Homecoming Ceremonies surround families with their support circle, honours families for continuing their healing journey and recognizes their work in completing the required steps to provide safety in having their children return home.*

support around them as they navigate through the many different systems they may be involved with. The criteria for a “high risk and complex case” are set out by a practice directive released by the Ministry of Children and Family Development (MCFD). At the VACFSS CP program, 33% (96) cases met the criteria for “high risk and complex.” These cases require intensive resources and can result in an out-of-home placement for children due to the presence of concurrent and high risk factors, such as parental substance misuse, family violence, parental mental health disorder and/or limited cognitive capacity to provide safe care for vulnerable children.

## Children Out-of-Care

One of the key initiatives of the CP Program is out-of-care/kinship options. The out-of-care options social

worker enhances restorative practice by assessing relatives, extended family, and community to care for children when their parents are unable to do so. In some cases various out-of-care options can lead to a full transfer of custody to kin and community for children who would otherwise be placed in foster care. This is an important role in our effort to continue to promote the least disruptive measures in utilizing the various options available under the legislation and out-of-care options provisions. The use of alternative care options continues to be a central goal of the CP program. Supporting kinship caregivers in their efforts to address the needs of children provides an opportunity to improve the lives of many children who have already experienced trauma and are at risk for entering the foster care system.

For the current reporting period, there were 95

children receiving services under the out-of-care options program. Of the 95 children, 18% are placed under the provision of Kith and Kin or Extended Family Program (previously known as Child in Home of Relative program or (CIHR), 18% are placed under transfer of custody under section 35(2) (d) and 41(1) (b), and 64% are placed under section 54.01. Of these 95 children, 35% are age 0-5, 41% are age 6-12, 24% are age 13-18.

With an emphasis on least disruptive measures and the alternatives to bringing children into care as a vital component to restorative practice, the out-of-care options program will continue to be used as an alternative method of providing safety to children within the extended family context. At present, there are 69 homes located throughout the province where children are being cared for by their extended family or community members. Due to the geographical distance of these homes, support is sought through joint case management with other Delegated Aboriginal Agencies and/or MCFD.

## Children-In-Care

As of March 31, 2019, there were 165 children in care with the CP Program. There were 25 Voluntary Care Agreements (VCA) and 3 Special Needs Agreements (SNA) signed this year. The use of agreements has steadily increased over the years. During this reporting period, 89 children were removed, consistent with last year's numbers. While the number of children removed stayed consistent this year, the number of children placed in out-of-care options increased.

As of March 31, 2019, there were 15 children under a Continuing Custody Order (CCO) status which are transferred to the Guardianship program. With the continued use of out-of-care options, it is anticipated that the file transfer rate to Guardianship will continue to remain at a lower number as more children are having long-term placements with extended family and community.

## Collaborative Practice

The Collaborative Practice Team receives a large volume of referrals for facilitated meetings and requests for Elder involvement, predominantly from the CP program as well as other programs across VACFSS, namely the Guardianship program. The team continues to build on the collaborative practice approach of gathering the child's circle to develop a service plan for children and their parents, with a defined role for the extended family and the community. During this reporting period, there were a total of 162 referrals to the program.

The CP program continues to increase the capacity to offer cultural support to families served. This past reporting period, the Elders were involved with families either individually or through group settings. Elder knowledge and guidance is vital to our restorative practice approach as strengthening Indigenous identity and reclaiming cultural practices to parenting are fundamental to healing. Traditional teachings and culture instills a sense of belonging and provides connection for people who have been disenfranchised through colonization. Reclaiming language, ways of being, traditional knowledge, and guidance through Elders' wisdom provides a strong pathway for reconnecting to one's intrinsic sense of self-worth.

Elders have been involved with social workers and are part of the Collaborative services team. Families value Elder involvement especially given the impact of complex trauma due to colonial history and assimilation policies such as residential school, the foster care system, cultural genocide, and other historical atrocities that have led to challenges that Indigenous families currently face.

For this reporting period, the Elders were involved with more than 50 families. The number of referrals for Elder involvement in all areas of practice will continue to increase due to a commitment VACFSS has in restorative practice, and in demonstrating

and understanding the use of culture as healing for families engaged in the child welfare system. We will continue to seek guidance from our Elders to strengthen our cultural grounding in order to provide better service to families.

At CP, Ceremony plays an integral part of the program. In this past reporting period, CP held two *Honouring Our Sacred Bundle Ceremonies* to honour babies in care born within the year. CP also supports Homecoming Ceremonies where parents are honoured for their perseverance, continuing their healing journey and completing the required steps to provide safety in having their children return home.

## Program Highlights

- ▶ Restructuring of the CP Program
- ▶ Increasing the number of delegated staff
- ▶ Supporting clinical practice through restorative supervision
- ▶ CP research project
- ▶ VACFSS Conference 2019 - presentations
- ▶ Family-led conferences
- ▶ 2 *Honouring our Sacred Bundles (Babies) Ceremonies*
- ▶ Children's winter-solstice Ceremonies
- ▶ Clearing, brushing and smudging homes for families
- ▶ *Homecoming Ceremonies*
- ▶ Elder guidance and support
- ▶ Continued focus on least intrusive measures and alternatives to care
- ▶ Increase in the use of out-of-care options
- ▶ Ongoing social worker and team leader mentorship
- ▶ Ongoing engagement and relationship development with affiliated First Nations
- ▶ Continue to support staff wellness through various program gatherings

The multiple challenges faced by Indigenous people involved in the child welfare system are a direct impact of assimilation policies and colonization in its various forms. VACFSS CP staff work tirelessly in their efforts in helping to establish an Indigenous framework of holistic practice based on our core values of respect, humility, integrity, belonging and strength-based practice which are at the heart of shaping a unique urban-based restorative child welfare service delivery agency.

We give thanks and gratitude to all the individuals, community organizations and partners that have collaborated on the various initiatives of the CP program. We raise our hands to the children and families that we were honoured to work with for their courage, perseverance and spirit. At the core of the VACFSS values is the belief of the child as a sacred bundle, and a gift from the Creator. The recognition of the sacredness of childhood, the strength of culture, and the role of family, extended family and community in preserving this sacred gift are at the center of our work. 🙏

# FAMILY PRESERVATION AND REUNIFICATION SERVICES

*Doris Peters, Manager*

Family Preservation and Reunification (FPR) services provides home-based counselling support services, in-home supports, peer group support and culturally informed interventions for VACFSS families. The program focuses on client engagement, collaborative planning and concrete support to families referred from VACFSS Child Protection, Guardianship and Resource Programs. The Family Preservation and Reunification Counsellors are delegated at C3 and are trained within the CFCSA legislation.

The purpose of the program is to:

- ▶ Address immediate crisis with concrete interventions to mitigate identified structural and parental factors that pose a risk to children
- ▶ Improve parenting confidence and abilities through therapeutic access, supervision and peer group support
- ▶ Promote safe, timely, and lasting reunification and family connection for children placed out of their homes
- ▶ Support parents within a culturally safe and therapeutic context to strengthen cultural identity and to focus on the well-being of the child.

The Family Preservation and Reunification program is comprised of 20 staff which includes:

- ▶ 1 Program Manager
- ▶ 2 Clinical Supervisors
- ▶ 11 Family Preservation Counsellors
- ▶ 1 Integrated Response Worker
- ▶ 1 Strengthening Families Coordinator
- ▶ 1 In-Home Supports Coordinator
- ▶ 1 Part-time Client Support Elder
- ▶ 1 Supervisor of Administrative Support
- ▶ 2 Administrative Support Staff

## **FAMILY PRESERVATION AND REUNIFICATION**

The VACFSS Family Preservation and Reunification Counsellors work collaboratively with other VACFSS social workers by providing a range of services to support families whose children are in care or at risk of coming into care. Services include an initial assessment, supervised access, individual counselling, family counselling, crisis intervention, community referrals, and service coordination. This includes assisting the client to address concrete needs, develop and enhance parenting skills, mediate parent-child conflict, and offer specialized referrals for substance misuse, mental health, domestic violence and anger management. Counsellors work with individuals and/or families for a period of 6-18 months, and service may be extended for families who are actively engaged and working on established goals.

Both parents and Child Protection social workers identify the goals to reduce the risks of children coming into care or mitigating risk so that children can be returned home. Trust is established through concrete needs support and mitigating structural barriers that contribute to the parent feeling challenged in their role. Trauma-informed, strength-based and restorative practice are the cornerstones of how we engage with clients.

The Family Preservation and Reunification Counsellors provided services to 224 active families, receiving 133 new referrals and 6469 hours of service provided in 2019.

## **INTEGRATED RESPONSE**

The Integrated Response Worker receives referrals from the VACFSS Child Protection Intake Team and assists the Child Protection Worker and families with safety planning for children deemed at risk of harm. During critical or urgent situations, the Integrated Response Worker provides short term intensive support to families to resolve child protection concerns, prevent further family breakdown



and assist families in addressing immediate factors impacting their children's safety. The current Integrated Response worker has served 36 clients and provided 655 hours of service from April 1, 2018 to March 31, 2019.

## Group Work

**The Strengthening Families Group** is an 11-week facilitated program of culturally grounded workshops which provides parents with parenting education, support and guidance. In addition, it provides support to their children to increase social and emotional functioning. The families start each session by sharing a meal together. The adults and children then move to separate meeting spaces to engage in a series of activities that consist of short presentations and facilitated discussions. The families reconvene in the final hour to engage in cultural sharing and other activities. The group is facilitated by Indigenous knowledge keepers who incorporate cultural awareness and teachings. This year, there were three 11-week sessions of Strengthening Families.

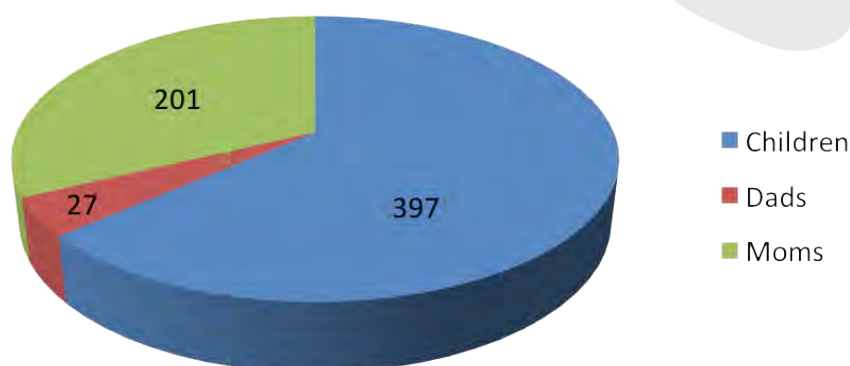
**The Strengthening Fathers Group** is also an 11-week program that facilitates the exploration of parenting skills, the traditional role of father, cultural teachings, parent/child relationship, and the impact of intergenerational trauma. The group commences with a shared meal to encourage and promote interaction. The peer group format creates a safe supported environment where the fathers are able to learn and support one another and share

each other's successes. This group is facilitated by Indigenous knowledge keepers who provide positive mentorship. This year, there were three 11 week sessions of Strengthening Fathers.

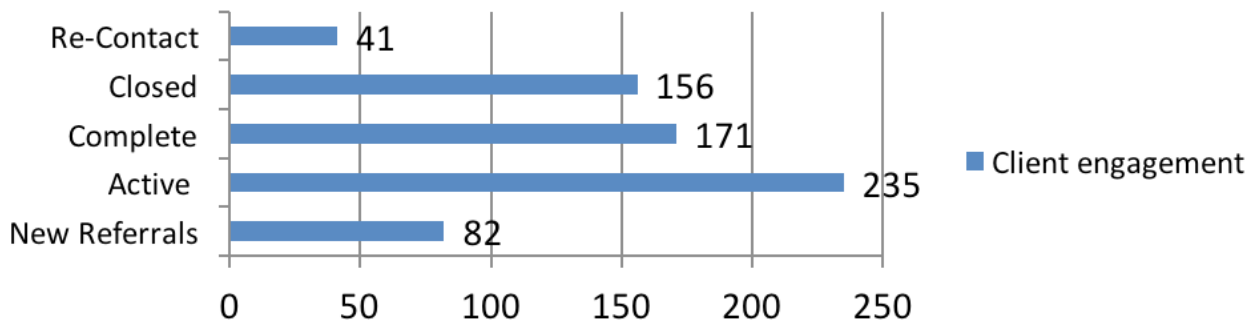
In total, there was 900 hours of group work done for both Strengthening Families and Strengthening Fathers in the 2018/2019 fiscal year.

**The Sacred Life-Givers (SSLG) Group** is a 9 week series offered 2 times a year. It is culturally informed and provides supportive workshops to women deemed to have high-risk pregnancies. This group was introduced as a pilot program associated with the work done by the High-Risk Pregnancy Committee. The group is intended to be holistic, examining all aspects of conception to birth and the concept of pregnancy as carrying a Sacred Bundle and it is meant to nurture participants' strengths and resilience, reduce risk factors, and offer a safe non-judgmental space to connect and share. The content or teachings are co-facilitated by a Family Preservation and Reunification Counsellor, Elder/Knowledge Keeper, and guest speakers. The Sacred Life-Givers learn cultural concepts of: motherhood, carrying a Sacred Bundle, strategies for self-care, reducing risk, increasing protective factors, developmental expectations, expressions for fostering positive attachment, and accessing community supports for mom and baby. Each week, the group opens with a shared meal, followed by culturally based teachings and discussions and activities relevant to each week's theme. This year the program was offered once and it was well received both in-house and with our community partners.

## Who is involved?



## Client engagement



### CULTURAL SUPPORT AND EDUCATION

Our Family Preservation and Reunification Counsellors promote healing through connecting families to cultural supports and promoting cultural identity. Further, they encourage and promote cultural connection by:

- ▶ Assisting families to locate resources, knowledge, and contacts either in or from their home territories
- ▶ Supporting families in accessing cultural knowledge keepers for ceremonies
- ▶ Harvesting traditional local medicines for cleansing and healing
- ▶ Finding community ceremonies and events for families to attend
- ▶ Attending cultural ceremonies/ workshops and events alongside families
- ▶ Hosting cultural teaching/ ceremonies/ events for families to participate in

### CULTURAL EDUCATION

Through the year VACFSS offered a number of culturally based events (ceremony, teachings, and activities) which were also available to Child Protection, Guardianship, Resources, Family Preservation and Reunification Programs. Attendees at the three events included staff, staff children and families and person served children and families. Therefore, participants were able to partake in

cultural teachings and ceremony alongside their assigned workers and separately. The workshops were facilitated by Elders and/ or Knowledge Keepers and the overall goal was to strengthen working relationships, promote healing and resilience, support connections to culture and community, deepen relationships between families and their workers, and to increase the ability of workers to offer culturally safe practice. The cultural teachings and ceremonies are steeped in lessons which begin prior to the cultural teaching (what to wear, what to bring, what to do, their role, and protocols). Staff are able to participate in ceremony as a way of opening their cultural lens which leads to cultural competence and deeper understanding.

This year's cultural teachings included:

- ▶ Yuwipi (Lakota language) Osapachikan (Cree language) ceremony which means to bring intention to sacred space and to draw on the spiritual energies for guidance
- ▶ Tobacco Tie teachings
- ▶ Sweat Lodge Ceremony
- ▶ Traditional teachings as they apply to the life cycle and specific life events

### CLIENT SUPPORT ELDER

The Elder at the Family Preservation and Reunification program continues to provide cultural support and guidance for children, their families and the Family Preservation Counsellors.

Aside from accompanying Family Preservation Counsellors to office interviews and home visits, the Elder attends Family Group Decision Making Conferences, Integrated Case Management Meetings, and provides invaluable support and education. In addition, there has been an Elder involved in the group work of Strengthening Families for over 10 years and the Strengthening Fathers groups have benefitted from Elder support since its inception. This fiscal year 332 hours of cultural service have been provided directly to clients of the Family Preservation and Reunification program.

## ***In-Home Supports***

The In-Home Supports Coordinator receives requests for contracted services from VACFSS Child Protection, Guardianship, and Resource Workers. The requests may include the following services to facilitate family visits and/or to reduce risks; access supervision, transportation, crisis child minding, doula, home-making, household management, and various other services. The In-Home Supports Coordinator reviews the referrals, assigns the appropriate service provider, monitors and evaluates the service provision and gate keeps waitlists. In-Home Support Services include the following partner agencies:

- ▶ **FAMILY DAY PROGRAM:** Family Services of Greater Vancouver provides a group facilitated day program for approximately 10 families. Areas covered during the 9-week program include parent education and skill building designed to increase competence and confidence in parents. Components include traditional Indigenous parenting, age appropriate expectations, child development, parent/child interaction, behaviour management strategies, social support, self-care and communication skills.
- ▶ **THERAPEUTIC COUNSELLING FOR CHILDREN:** The Pace Program offers specialized therapeutic intervention for children who have experienced loss and/or trauma. Through the child therapy program (play and/or art therapy) children are afforded an opportunity to work through, heal and resolve significant experiences that often result in social, emotional and behavioral challenges. The Pace Program within the 2018/2019 fiscal year provided 215 hours of service to children and served an average of 7 clients per month.
- ▶ **CHILD AND YOUTH INTERVENTIONS:** Watari Counselling Support Services Integrated Community Outreach Program (ICOP) assists in the development of goal-orientated service plans, provides intensive intervention for up to 10 hours per week per child, promotes the development and reinforcement of social and life skills and connects our children to support services, specialized services and group intervention. This year Watari reported providing 76 youth, with multiple high risk behaviour, with specialized intervention. There were 1208 hours of intervention provided to children and youth with an average of 7 clients served per month.
- ▶ **MENTORING:** Through Big Sisters of BC, Lower Mainland children and youth receive one-to-one support, assistance, advocacy and guidance through relationships with screened, trained and supported volunteer adult mentors. The goal of the mentoring relationships is to assist children and youth to grow into capable, confident and contributing individuals. Big Sisters has provided one-to-one mentorship to 7 children and youth each month with an average commitment of 4 hours of one-to-one time every two weeks.
- ▶ **DOULA SERVICES:** Drake Medox Health provides specialized in-home education and support to assist parents to transition from pregnancy to parenthood. They provide

emotional support, educational support, mother care, companionship, breast feeding support, infant care guidance, sibling care and information on community services. Within the 2018/2019 year there were 1494 hours of service provided to an average of 8 clients per month.

- **SUPERVISED VISITS, TRANSPORTATION and HOME MAKING:** In partnership with the Pacific Association of First Nations Women (PAFNW), Circle of Friends Society (COFS), and the Network of Inner City Community Services Society (NICSS), VACFSS families and children are provided with support to visit their children. Visits are either supervised or unsupervised and children and families are provided with transportation to and from visits if necessary. The service is meant to recognize the integral role families play in the lives of their children by maintaining connection, bonding, and attachment while children are in care. This past year, there were a total of 5713 hours of supervised visits and 20260 hours of transportation provided by PAFNW, NICSS, and COFS.

Further, NICSS and PAFNW provide VACFSS clients with homemaking to improve family functioning and to decrease the risk of the child(ren) coming into care or to decrease the amount of time that the child(ren) spends in care. Families are provided assistance

with household tasks, modeling, teaching and coaching of home management skills. The service is provided as one component of an integrated service plan. This past year, there were 5304 hours of homemaking provided to clients of VACFSS.

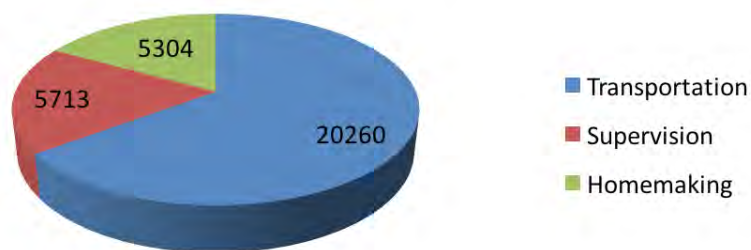
## Moving Forward We Will Continue

- to be aware of trends and patterns as they are emerging
- to be curious, ask questions and collect relevant data to inform our practice
- to look for opportunities to streamline processes and develop efficiencies

## Goals

- Provide training for staff regarding therapeutic access
- Consider a range of actions to ensure that we are maximizing our use of In-Home Supports
- Ongoing work to standardize our data collection processes
- Identify how many clients we are working with that are designated Out of Care Options caregivers

**In Home Supports**





## Final Thoughts

It is so important to track the activities that we engage in as every hour, every intervention, every practice shift has an impact. The clients that we serve rely on our services to ensure that their children do not spend more time in care than necessary, to support them to minimize the risk of their children entering the care system, to give voice to their progress through accurate and timely documentation, and by verbalizing the shifts that have occurred in the family unit, facilitating and ensuring consistent connection with family,

traditions, and cultural events. We engage in practice that facilitates and honours our families' on their journey within our agency. We take this role very seriously and engage in activities that guide the family toward success and support them through what is often the most challenging time of their lives. Lastly, the commitment of the Family Preservation Counsellors is one of the strengths of the program. They hold a wealth of knowledge and are driven to ensure that we decrease risk, increase strength and we honour the client voice at every level of intervention. 🙏



*The Honouring Our Sacred Bundles Ceremony brings together the family and caregiver to recognize the sacred gift of a baby and bless them in their journey through life.*

# RESIDENTIAL RESOURCES

Gavin O'Toole, Manager

## Introduction

The Residential Resource Program's mandate is to provide safe alternative care for Indigenous children that promotes and respects their well-being and cultural identity. The Residential Resource Program has our children's best interests at the centre of our work. Our focus and teamwork with all other programs have resulted in children remaining at home with their families with the provision of respite services, enhancing children in continuing care relationships with their parents and families, and children returning home with an extension of their families to include their foster caregivers.

Implementing Restorative Indigenous Child Welfare Practice and Truth and Reconciliation Commission of Canada: Calls to Action's (TRC) recommendations remain a cornerstone of VACFSS' practice and continues to guide and strengthen our approach to meeting our children and families' needs and aspirations.

The Board of Directors and CEO's leadership provides strategic and risk mitigation goals and research that guides the program to focus on improving the lives of our children.

Concrete practices taken to reduce the number of children coming into care is demonstrated in the Resource Program's collaboration with other programs to provide essential weekday and weekend respite care opportunities to parents and further provide child-specific respite within our community of agency foster caregiver homes and specialized resources. Respite services and short-term care for the children and youth (up to 14 days per month) provides support for children and thus allows parents to focus on their health and well being. Moving forward in concrete realization of TRC recommendations to reduce the number of children coming into foster care, VACFSS continues its' vision of community partnerships to add additional respite opportunities for families. Further, the Residential

Resource Program's practice of Inclusive Foster Care provides direction for foster caregivers and social workers to ensure that children residing in foster caregiver homes have regular contact with their parents, extended family members, and home communities including opportunities for parents to accompany their children on visits to home communities. There is also a provision that sibling groups in care should be living in the same foster care home whenever possible.

Inclusive Foster Care practice encourages close working relationships between the child's social worker, resource worker, foster caregiver and the child's biological family and community around the goals and needs of each child's plan of care. This will result in more children being returned to their parents (rescindment of continuing custody orders) or placed with extended family members (under Out of Care Options placements).

The program continues to strengthen and enhance activities focused on family and cultural connectedness by supporting the following activities: *Honouring Our Sacred Bundles Ceremonies*, Annual Foster Parent Cultural Camp; restructuring our support program to foster caregivers by increasing the number of Indigenous caregiver support workers and increasing the number of cultural training/activities for VACFSS foster caregivers. In 2018, the VACFSS cultural foster caregiver camp had over 100 foster caregivers and children participate in informative cultural practice. This camp also continued with the traditional healing opportunity using the "Wiwipson Swing-Pitapan Swing" where many children, youth, caregivers, and staff benefited from the therapy. The "Wiwipson Swing- Pitapan Swing" is an Indigenous nurturing and spiritual practice.

The overall Resource Program services remains strong and focused on supporting 424 children in care. Of these children, 85% are residing in the community with foster caregivers. The focus

continues to support children and their families with respite care, while the children are living with their families as well as child reunification and provision of extended family care.

The two main challenges for the program includes meeting the request for new placements from the Child Protection Program and providing long term care for children and youth with special needs. These children and youth may also be part of a sibling group of two to five children making it very challenging to find care homes for the sibling group to remain together. Noteworthy is group of children most of whom are under 12-years old, with significant emotional and behavioural concerns due to their past trauma experiences. VACFSS has increased support to our youth in care with increased information sharing on prevention, harm reduction and treatment. The program has responded to all these challenges by increasing collaborative practice and inter-disciplinary approaches to provide healing opportunities for our children and families.

The increase of special needs children requiring skilled placements has a direct relationship to the increasing number of children in child-specific placements. The numbers of child-specific placements have increased from 19 in 2016/17 to 29 in 2018/19. The program has responded to the increasing numbers of children in child specific homes by monitoring and reporting this situation to our funder. As a result, VACFSS has received funding to cover the costs of these child-specific contracts' expenditures for 2018/19. The Resources Program has regular child-specific meetings with the Guardianship and Child Protection Programs to review these placements and discuss how these children can return home, be placed with a relative, and/or be placed with a skilled VACFSS foster caregiver. To assist with the number of special needs infants, children and youth placement requests, the recruitment of Indigenous and non-Indigenous foster caregivers and skilled caregivers has been a priority. The continued engagement of

the Indigenous community in Vancouver through promoting foster care at community events has been beneficial. In addition, targeted advertising through social media has also been an asset.

Inter-program collaboration continues to place children at the centre of our work and remains essential to ensure the best outcomes for our children. This is demonstrated by program managers and supervisors actively participating in program manager meetings. This collaboration includes: Integrating Our Practice meetings, Guardianship/Child Protection and Resources child placement review meetings, integrated case management meetings, child-specific specialised contract review meetings, and staff training.

None of the work we are doing could be done without our partnerships which include Lu'ma Native Housing (housing for foster caregivers and support & mentoring for youth on independent living), Urban Native Youth Association (staffed group home care for female youth), Kiwassa Neighbourhood House (foster caregiver housing), Hollyburn Family Services (foster caregiver support, staffed group home care for youth, and child specific specialized care), MCFD foster caregiver services, (Safe Babies Program and Fostering Early Development), Milieu Child and Family Services (staffed group home care for youth, child specific specialized care & FASD support services), WJS Canada (staffed group home care for youth and child specific specialized care), PLEA (child specific specialized care), Strive (child specific full time and respite/relief specialized care), Children's Corner (respite care), Vancouver Coastal Health ("Boundaries" and "Foundation" Programs for foster caregivers and youth), Community Living BC (residential and support services for developmentally challenged adults), SOS Village BC (housing and foster caregiver support), and BC Housing (housing for foster caregivers and staffed group home providers).





*The annual VACFSS cultural caregiver camp brings together over 100 foster caregivers and Indigenous children and youth come to learn from knowledge keepers about cultural practice.*



## **Residential Resources Caseload Activity**

The average number of children in care has decreased over the last 6 years, from 489 (2010/11) to 424 (2018/19). The numbers of children in care by age has slightly increased since 2010/11 with the numbers of children for all categories, except the 15 to 18 year old group.

The percentage of children in care residing with foster caregivers is currently 85% which has been quite consistent over the last six years. Monthly averages for children over the last year residing in the following care situations are: children in staffed group home care (12 children), foster placement in other provinces (10 children), children in independent living (6 youth), and children living with family or significant others (15 children). The number of children in child-specific placements has increased from a monthly average of 8 children (2010/11) to 29 children (2018/19). This child-specific placement increase is due to many children who cannot be served within the VACFSS and MCFD foster care network (including, children under 12 years, large sibling groups, and medically fragile infants) and due to a low vacancy rate within the foster care network. Many of these children have significant behavioural, mental health, medical, or developmental challenges.

The program remains committed and responsive with 166 foster homes. The skill level of the foster caregivers, as indicated through the "Levels of Care System" remains quite equitable with between 51 to 36 foster caregivers in each level. The level system consists of three levels: level one (new foster caregivers with limited fostering skills) to level three (full time foster caregivers with significant education and experience with children who have significant emotional, behaviour and physical care needs). The numbers of restricted foster care homes (family or significant others to the child placed) has remained somewhat constant over the last eight years from

30 homes in 2010/11 to 31 homes in 2018/19.

The number of Indigenous foster caregivers has decreased over the last six years, from a high of 56 foster homes in 2010/11 to 40 foster homes in 2018/19. The program is reaching out to the Vancouver Indigenous community to recruit new foster caregivers.

The program facilitated 191 child placements (2018/19) which is up from 158 child placements in 2010/11. The number of unplanned children moves due to infant medical specialised care, caregiver capacity limitations, protocol investigations, and foster home closures has increased from 44 child placements in 2012/13 to 46 in 2018/19.

The collaborative planning consultations and caregivers' commitment to placing siblings together has resulted in 5 children being placed together with their siblings during the reporting period. The Collaborative Practice Program was also used to support several special needs and high risk/complex children and youth.

During the last 8-year period the number of protocol investigations into abuse and neglect allegations in foster homes has decreased from 16 investigations in 2010/11 to 4 investigations in 2018/19. These investigations are related to the following themes: caregiver's capacity to parent children and youth with significant behavioral and emotional issues, caring for several children or sibling groups, caregiver's lack of experience and training, and caregiver maltreat of children. The number of foster caregiver Quality of Care Reviews undertaken due to foster caregiver's standards violations has decreased from 10 in 2010/11 to 1 in 2018/19.

Guardianship/Resources and Child Protection/Resources supervisors and managers working groups have assisted with improving the identification of high risk/needs children along with assessing and providing additional support for the caregivers. VACFSS resource staff continue

to use a structured tracking tool to ensure that all essential tasks are completed, such as contract management, criminal record checks, home visits, annual reviews, annual recordings, relief caregiver assessments, and home safety checks. The need for enhanced planning and support for foster parents to increase the child's contact with their parents, family, culture and community was also noted. Foster caregiver support, monitoring, and training are going well with several interventions. Foster caregivers and their families accompany children to visit their communities (usually a ceremony or celebration). The feedback from families has always been positive.

Hollyburn Family Services provided foster caregiver pre-service training, core caregiver education, and specialized training for VACFSS foster caregivers. Overall foster caregiver training attendance has increased to 405 (2018/19) from 155 foster caregivers (2012/13). VACFSS, with the support of Hollyburn Family Services, provided a wonderful summer cultural foster caregiver camp where over 100 foster caregivers and their children were immersed in cultural experiences.

The Dave Parenteau Aboriginal Children's Village (located in East Vancouver) continues to provide safe and community housing with 10 foster homes suites and 3 youth suites. Hollyburn Family Services, who was a tenant in the Village, continues to use this space for a "foster caregiver learning/support HUB". Workshops, community kitchens, ceremonies, and cultural events are held at the Aboriginal Children's Village with inclusion of the VACFSS youth residing in independent living suites at this location. Lu'ma Native Housing Youth Mentorship Program has been extremely helpful for our youth's transition to adulthood. Hollyburn Family Services continues to provide the following support services to foster caregivers: foster caregiver support workers, registered clinical counselors, specialized training, support groups, and cultural activities.

In addition, Vancouver Coastal Health, Foundation

Program, has been extremely helpful with supporting foster caregivers who have children with mental health and suicidal ideation, as well as working with the youth. Milieu Family Services also provide services to foster caregivers through FASD Key Workers.

Foster caregiver recruitment, and Indigenous foster caregiver recruitment is a priority for VACFSS. The recruitment resource social workers have engaged the Vancouver community at numerous significant events during 2018/19 including: West Coast Night and Prairie Night – Vancouver Friendship Centre, Hobiye, Talking Stick Festival, National Indigenous Day at Trout Lake, SFU Indigenous Days, Italian Days, and the PRIDE Celebration. The recruitment team is highly motivated to continue with the above events and undertake an intensive social media campaign on Facebook.

A special focus also included recruitment for foster caregiver applicants who can foster infants, infants with special needs, sibling groups of three or more, and provide care for children with special needs (significant mental health and development challenges). Most foster caregiver inquiries (calls, emails, web requests for information) are mostly due to referrals from VACFSS foster parents and the VACFSS Facebook page and ads. The number of new foster homes opened has varied over the years from 12 homes in 2014/15 to 15 homes (6 Indigenous and 9 Non-Indigenous foster homes) opened in 2018/19.

## ***Residential Resources Budget and Expenditures***


The program expenditures have increased over the previous year from \$18,837,403 in 2017/18 to \$20,108,124 in 2018/19. The main factor for this increase is the use of child-specific specialized contracts.

## *Program Achievements and Goals*

- ▶ Continue to enhance foster caregiver recruitment to target Indigenous applicants as well as non-Indigenous foster caregiver applicants (including placements for special needs children)
- ▶ Continue to recruit family, extended family to provide kinship care to their children and youth
- ▶ Continue to focus on foster caregiver retention and capacity building
- ▶ Continue to implement the Inclusive Foster Care planning and monitoring system
- ▶ Continue to review and coordinate child-specific specialized placements with managers and social workers
- ▶ Continue to monitor expenditures to respond to budget limitations and advocacy for increased funding
- ▶ Continue with research to enhance VACFSS implementation of Inclusive Foster Care and restorative Indigenous child welfare practice

I am so grateful and inspired to learn, participate, and lead in VACFSS's mission to provide holistic service delivery that culturally and spiritually strengthens Aboriginal children and families.

All My Relations,

Gavin O'Toole  
Manager, Resources 

# GUARDIANSHIP

Holly Anderson, Manager

## Program Overview

The VACFSS Guardianship program is responsible for the care and well being of Indigenous children under a Continuing Custody Order. Our approach is situated in the child being in the centre of their circle of support, surrounded by family and community. Our work is grounded in a restorative practice approach and the foundations of the Aboriginal Policy and Practice Framework, VACFSS Raising our Children Together policy. The core of the work with our children focuses on developing holistic care plans with an emphasis on connection to family, culture and community and a view to permanency. As part of these plans, we explore permanency for children through the lens of four quadrants: relational, cultural, physical and legal.

Our team consists of 15 social workers, 3 team leaders, a guardianship consultant, a lifelong connections worker, and a child and youth engagement coordinator. Together, we hold a shared vision of first reducing the numbers of Indigenous children in care through a commitment to developing child specific lifelong plans with an emphasis on returning to family, extended family and community, and secondly to ensuring that those of our children that are leaving the care system are leaving with a strong Indigenous identity and a leadership vision for their future.

For us to reflect on our practice and continue to develop a strong vision for the program, it is essential that we reflect on the outcomes of our work. A database has been in place for 9 years that highlights the outcomes of our youth leaving care, and their journey through care. The database allows us to develop an evidence-based framework for our practice and ensure that our practice and initiatives are representative of who our children are and of their unique needs and vulnerabilities. It also places an emphasis on understanding how our practice in the moment impacts the trajectories for children and youth.

This year we saw a continuing decrease in the number of Indigenous children and youth in care with our program from 266 in 2017 to approximately 260 in 2018. The decrease in numbers is due to children and youth moving out of care effectively through our permanency planning framework and in part through the restorative practice of the child protection program. There were less referrals coming through our child protection team. Notably we returned 6 children to their families this year from continuing custody orders through section 41 of the CFCSA. This legislation reinforces our already established Permanency Planning framework that enables us to collaborate with a child's member nations and affiliated agencies.

## Database Information

This report reflects the data associated with the youth who aged into community in 2018, with comparison data against the previous 6 years. Twenty (20) young people aged out of care in 2018.

Six children left our care through one of the pathways of our permanency planning continuum, effectively navigating through a permanency framework where they strengthened ties to their circle and achieved legal permanency. All 6 children were rescinded back to their biological family.

The following charts offer an 8-year comparison of relevant information. Note the first five years of data collection have been summarized to reflect the average of these years.

### Number of Youth Leaving Care

YEAR OF AGE OF MAJORITY	YEAR OF BIRTH	NUMBER OF YOUTH/FILES	INDIAN STATUS	CLBC ELIGIBILITY
2010 - 2014	1991 -1995	Average of 33.4 %	Average of 9 (76%)	Average of 8.2 (14%)
2015	1996	26	19 (73%)	9 (35.8%)
2016	1997	26	24 (92%)	11 (42%)
2017	1998	17	15 (88%)	5 (30%)
2018	1999	20	16 (80%)	5 (25%)



### Age of Youth Entering Care

YEAR	< 1 YR	1 – 4 YRS	5 – 7 YRS	8 – 11 YRS	12 – 14 YRS	15 – 16 YRS
Average 2010 – 2014	11 (31.4 %)	12.4 (37.4%)	5.2 (16.2%)	3.2 (20.6%)	.8	.8
2015	9 (35%)	7 (27%)	5 (19%)	2 (7.5%)	2 (7.5%)	1 (4%)
2016	14 (54%)	11 (42%)	-	1 (4%)	-	-
2017	9 (53%)	5 (30%)	1 (6%)	2 (11%)	-	-
2018	11 (55%)	4 (20%)	4 (20%)	-	1 (5%)	-

### Educational Level Achieved at Discharge

YEAR	GRADE 12 (DOGWOOD)	LEAVING SCHOOL CERTIFICATE	GRADE 11	GRADE 10	LESS THAN GRADE 10
2010 to 2013	Average 11.75 (37%)	Average 24	Average 5	Average 5.5	-
2014	11	8	3	6	-
2015	12 (46%)	6 (23%)	6 (23%)	1 (4%)	1 (4%)
2016	9 (35%)	9 (35%)	3 (11%)	3 (11%)	2 (8%)
2017	10 (59%)	5 (30%)	1 (5.5%)	1 (5.5%)	-
2018	14 (70%)	2 (10%)	1 (5%)	-	3 (15%)

Upon analyzing the information gathered for 2018, there are some on-going trends that continue to be present. Of the youth leaving care this year, 25% (5 youth) were eligible for CLBC services and effectively transitioned to adult services and placements. Upon leaving care, 25% (5 youth) remained in their former foster home demonstrating a strong sense of belonging achieved through their placement.

This year saw another high rate in children graduating with high school diplomas and leaving certificates. Of the cohort, 80% (16 youth) achieved this goal, which reflects the program's emphasis on developing strong partnerships with schools and alternative programs that are committed to individualized and culturally inclusive educational plans for young people. This year we saw the Vancouver School Board continue to expand the

number of alternate programs offering Dogwoods, which is a formal high school diploma. This is also a demonstration of our commitment to the importance of youth having key life skills as they journey out of care.

## Permanency Planning

Guardianship continues to work under our permanency policy *Raising our Children Together* which directly guides and oversees practice to move children beyond Continuing Custody Orders with the goal of sustaining and facilitating life long connections. The plans are tracked through our guardianship consultant and meetings held monthly with social workers to consult and update planning. Our practice highlights the importance of planning for permanency in partnership with bands, communities, and family. Permanency plans are developed and moved forward through strong collaborative work with members of the child's circle, family and communities. Tracking mechanisms are in place as children navigated returns to family, or formalizing previously established kinship ties in the child's circle.

## Cultural Connections, Interventions and Planning

The Guardianship program is committed to ensuring that the right of children to participate in culture is upheld, and our children and youth develop strong Indigenous identities reflective of teachings from their own communities and strong positive urban Indigenous identities. This work is supported by all of our social workers and ensures children have a strong and meaningful connection to family and community. This year, we saw homecomings and community visits to numerous communities across the province including Wet'suwet'en, Gitxaan territory, 'Namgis First Nation, Heiltsuk, Kitsoo and additional communities on traditional Cost Salish territories. Children, caregivers and social workers also travelled to Kawacatoose territory, Misipawistik

Cree Nation, Ermiskin Nation and Toronto to participate in homecomings and reunification with extended family.

The *Touching the Land of our Relations* policy which commits to sending each of our children home to their communities during their time in care, has truly been grounded in practice. As we can see by the youth that aged into community, 85% of youth engaged in cultural homecomings. As per previous years, several of the trips were also made with biological parents, ensuring that our restorative practice approach continually situates children within their family and community.

Youth are also aging out with a stronger connection and engagement with culture (85%). This is in part due to the various cultural engagement activities and in particular the Culturally Relevant Urban Wellness program's integration into the Guardianship program, where the majority of youth aged 12-15 have been through the program and established a foundation of cultural engagement and positive Indigenous identity in early adolescence.

This year, guardianship has started an initiative to review care plans in partnership with First Nations and Aboriginal Child and Family service agencies where we collaborate on the child's plan of care. This year we hosted Wet'suwet'en, Heiltsuk Nation, and Lil'wat Nation in these meetings for their children. We have upcoming plans to review care plans with Kawacatoose and Lake Babine Nations.

## Staff Development

Guardianship continues to be well supported by a long-term senior staff team with a low turnover rate. Our team continues to be invested in the growth and development of the program, actively engaged community partnerships, participating in new initiatives and dedicating incredible energy to walking alongside our children as they journey through care. This year, social workers continued

to develop their skills by attending trainings on permanency, trauma-informed practice, working with children with FASD, and incorporating cultural practices. As of April 1, 2019, new amendments to the *Child, Family and Community Services Act* came into effect that emphasized a critical partnership in notification and planning in partnership with communities. All guardianship workers completed training in this new legislation.

## Youth Engagement

Creating a sense of belonging, resiliency and leadership skills for our young people remains a core focus for the program. We continue to engage youth in a variety of creative and cultural ways to ensure they experience opportunities to heal from trauma, to have their voices heard, and to develop strong Indigenous identities.

This year, our children and youth participated in the *Honouring the Journey of our Youth Ceremony*, Culturally Relevant Urban Wellness (CRUW) program, and acted as mentors at the Children's Indigenous Rights, Culture Language and Education (CIRCLE) program. The youth advisory hosted the ninth annual youth conference titled 'The Unceded Youth Conference'. Sixty-five (65) youth came to celebrate culture, engage in activities, and be inspired by presenters who had experienced the care system and overcome adversity.

The Youth Advisory Committee continues to be a strong and committed group of current and former youth in or from our care that are committed to advocacy for change in the care system and ensuring that VACFSS holds a youth voice. The 12 young people on the committee are living examples of best practice in honouring the voice of Indigenous youth in and from care and the best ways of doing so. Embedded in the agency, they continue to lead us in best practice, have input into policy, and advocate in the larger community. This year they have expanded their scope and added their





*Honouring the Journey of Our Youth Ceremony honours Indigenous youth as they transition into community; recognizes their resilience and reinforces their connection to their support circle.*

voices to many projects and initiatives. As partners in the delivering of Indigenous child welfare, they invited the new British Columbia Representative for Children and Youth, Jennifer Charlesworth, to the agency to begin a strong working relationship together. They were the key note speakers at the 20th Child and Youth Care in Action conference and at VACFSS's own *Strengthening Our Relations: Restoring Family within Community* conference. They engaged with University classes from Simon Fraser University and Douglas College and continued to build their leadership portfolios by participating in training offered through First Call and Fostering Change. Central to their advocacy agenda are issues such as advocating for a robust after care system, consistency in the care system, and mandatory mentorship for every child in care.

## Children Engagement

Now in its third season, the CIRCLE program continues to engage our youngest leaders in cultural teachings, language and play. Guided by our Elders and knowledge keepers, the CIRCLE program is an after-school program for our children in care that is grounded in an Indigenous approach and focuses on cultural teachings. Partnering with community knowledge keepers, our children have been immersed in age appropriate teachings, activities, song and dance. They proudly demonstrated some of their newfound teachings at quarterly 'Little Big House Feasts' where the circles and family that surround the children come together to celebrate their gifts and culture. 🙌

# FINANCE

Kim Louie, Managerial Consultant

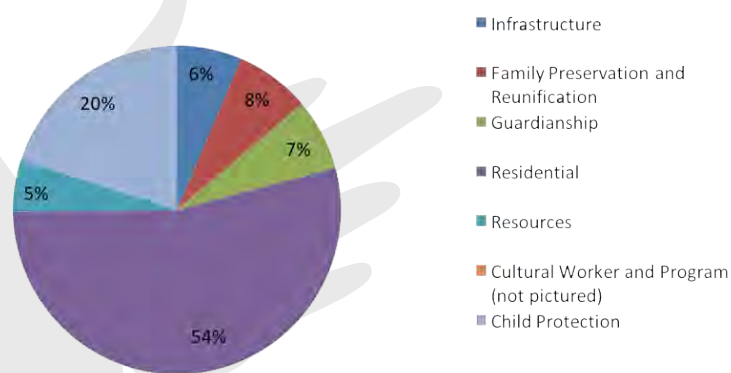
## Revenue

Funding from the Ministry of Children and Family Development (MCFD) remained relatively consistent to the 2017/2018 levels now closely matching the Society's current expenditures. Following the completion of the Standardized Funding Approach, funding for children-in-care maintenance is now funded to actuals. The 2018/2019 fiscal year ended with a surplus of \$777,659 as a result of retroactive adjustments to 2017/2018. The following charts depict the funding revenue by program, and the overall percentage allocation.

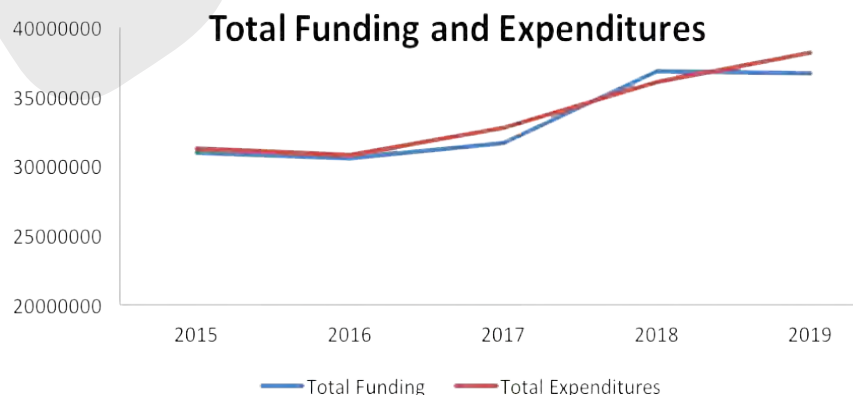
**MCFD FUNDING BY DEPARTMENT**

Department	MCFD Funding
Infrastructure	\$2,350,969
Family Preservation and Reunification	\$2,745,820
Guardianship	\$2,588,198
Residential	\$19,770,380
Resources	\$1,885,881
Child Protection	\$7,357,205
<b>Total</b>	<b>\$36,698,453</b>

**MCFD Funding by Department**



The following graph shows the agency revenue and departmental expenditures:





## Departmental Overview

### **GUARDIANSHIP AND RESOURCES**

In 2018/2019, there was a small increase in funding related to wage lifts, although Guardianship and Resources remain underfunded due to enhanced programming. There was a net program excess of \$310,768 as a result of interfund transfers and the one time only cultural support grant.

### **INFRASTRUCTURE**

There was an increase in principal funding, in recognition of the cost of administration and complexity of running a large scale agency. Overall, Infrastructure costs comprise of 7.5% of total funding for delegated programs and/or 15.7% of total operational funding.

### **RESIDENTIAL RESOURCES**

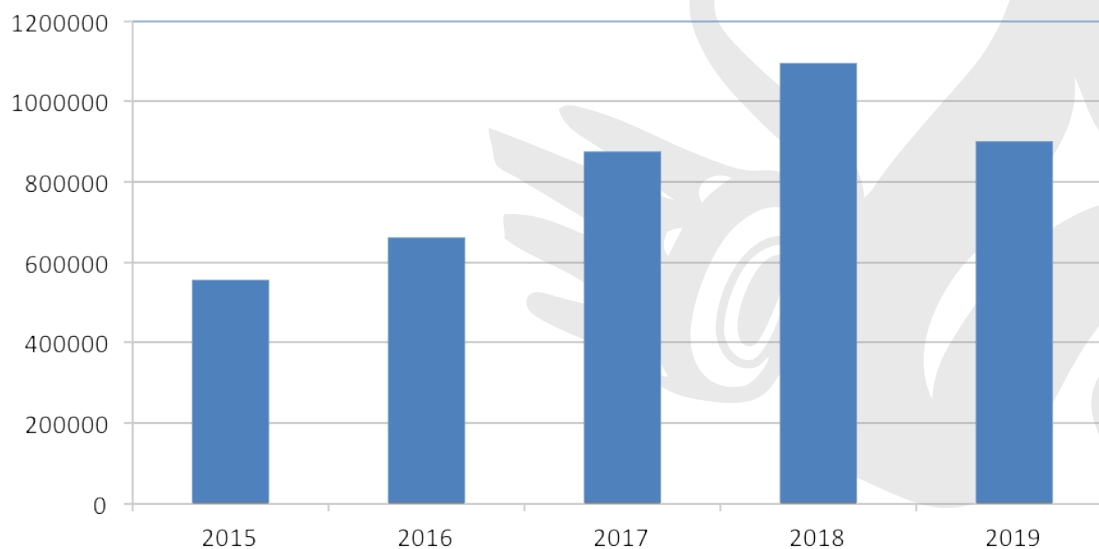
There was an increase in the Residential Resources budget to meet actual costs. Reconciliation of shared costs occurred throughout the year thereby

reducing what was owed to MCFD for use of their resources. Caregiver costs have increased due to an increase in rates. The use of child specific placements remains higher than usual due to greater incidences of children coming into care with complex care needs, and limited availability of caregivers who can provide for their needs.

### **FAMILY PRESERVATION**

There was a slight increase in funding for Family Preservation to address mandated wage lifts. As a result of an internal review of increasing In-Home Support costs, it was determined that the primary driver is the transportation for children to maintain kinship ties and to support ongoing parental access. As such, a large portion of the In-Home Supports budget was transferred to Child Protection for the oversight and management of the Access Policy. Overall, In-Home Support costs were reduced by approximately \$100,000 compared to 2017/2018 due to mitigation and use of alternative service options while ensuring travel arrangements for continuity.

## In-Home Support Costs





### **CHILD PROTECTION**

Funding and expenditures remained relatively consistent to previous year with the exception of the wage lifts and the funding increase of Out-of-Care Options. The funding for transporting children for parental access was transferred from Family Preservation to the Child Protection Program and therefore client transportation appears as a tenfold increase, however overall transportation costs have decreased.

### **SUMMARY**

Discussions with MCFD based on partnership and collaboration have addressed past year's deficits, leaving a surplus of \$777,659 which will be used for further services. Furthermore, MCFD provided one time only funding to support and enhance cultural practice for children and youth in care. This funding has replaced the use of efficiencies and grants for ongoing cultural programming and the retention of Elders. Ongoing discussion, however, is further required to ensure the agency is sufficiently funded and there is recognition of the costs associated with delivering restorative child welfare services. 🙌

Financial Statements of

**VANCOUVER ABORIGINAL CHILD &  
FAMILY SERVICES SOCIETY**

And Independent Auditors' Report thereon

Year ended March 31, 2019

**AUDITOR'S REPORT**

**KPMG**



KPMG LLP  
PO Box 10426 777 Dunsmuir Street  
Vancouver BC V7Y 1K3  
Canada  
Tel 604-691-3000  
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## INDEPENDENT AUDITORS' REPORT

To the Members of Vancouver Aboriginal Child & Family Services Society

### Report on the Financial Statements

#### ***Opinion***

We have audited the financial statements of Vancouver Aboriginal Child & Family Services Society (the "Entity"), which comprise:

- the statement of financial position as at March 31, 2019
  - the statement of operations for the year then ended
  - the statement of changes in net assets for the year then ended
  - the statement of cash flows for the year then ended
  - and notes to the financial statements and schedules, including a summary of significant accounting policies
- (hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Reporting on Other Legal and Regulatory Requirements**

As required by the Societies Act (British Columbia) we report that, in our opinion, the accounting policies applied in preparing and presenting financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding period.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants

Vancouver, Canada

July 23, 2019

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

## Statement of Financial Position

March 31, 2019, with comparative information for 2018

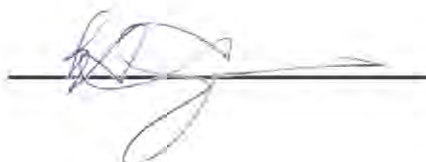
	2019	2018
<b>Assets</b>		
Current assets:		
Cash and cash equivalents (note 2)	\$ 3,893,690	\$ 4,674,777
Short term investments (note 3)	1,000,000	506,958
Accounts receivable	70,362	83,119
Prepaid expenses	109,698	147,885
	5,073,750	5,412,739
Security deposits paid	45,301	45,201
Long term investments (note 3)	1,000,000	1,000,000
Capital assets (note 4)	221,880	202,699
	\$ 6,340,931	\$ 6,660,639

## Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,590,161	\$ 999,387
Payroll liabilities	454,161	431,843
Deferred contributions (note 5)	12,642	753,706
Due to Ministry of Children and Family Development (note 6)	171,747	1,115,638
	2,228,711	3,300,574
Deferred capital contributions (note 7)	66,525	92,029
	2,295,236	3,392,603
Net assets:		
Invested in capital assets (note 8)	155,355	110,670
Internally restricted - capital acquisition	1,762,641	1,762,641
Unrestricted	2,127,699	1,394,725
	4,045,695	3,268,036
Operating lease commitments (note 9)		
	\$ 6,340,931	\$ 6,660,639

See accompanying notes to financial statements.

Approved on behalf of the Board:



# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

## Statement of Operations

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Funding revenues:		
Provincial government contributions - Principal funding	\$ 37,442,952	\$ 37,390,475
Deferred contributions: (note 7)		
Related to operations - recognized (carried forward) in year	741,064	(618,908)
Related to capital assets amortization	25,504	30,056
Related to capital assets purchases	-	(9,450)
	766,568	(598,302)
	38,209,520	36,792,173
Expenses:		
Direct program costs:		
Automobile expenses	176,755	158,204
Caregiver expenses	641,682	548,709
Child-in-care costs	1,702,890	1,030,079
Client assistance	37,609	27,333
Collaborative practice costs	8,471	12,920
Contract services	694,544	1,491,419
Cultural intervention costs	261,547	226,560
Family support expenses	499,510	402,231
Materials residential resources cost	18,480,597	18,102,662
Out of care caregivers	21,344	10,831
Out of care children	7,317	8,163
Out of care maintenance	976,125	877,052
Program supplies and miscellaneous	207,355	223,442
Salaries and benefits	8,342,300	8,122,986
Telephone and cellular	34,821	21,240
	32,092,867	31,263,831
Service costs:		
Amortization	38,829	51,028
Bank charges and interest	317	75
Contract services	2,249	1,600
Equipment leasing	13,348	10,922
Equipment purchases	22,066	17,299
Office and general	198,339	181,611
Public relations and community services	4,749	3,650
Rent and repairs	1,385,260	1,355,365
Salaries, labour and benefits	1,250,943	1,165,543
Special events	14,989	5,052
Staff related costs	58,283	37,125
Telephone, fax and cellular	117,980	119,492
	3,107,352	2,948,762



# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations (continued)

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Expenses (continued):		
General and administration expenses:		
Annual general meeting	1,462	2,962
Amortization	17,953	19,608
Bank charges and interest	7,108	6,446
Board expenses	55,799	25,680
Computer supplies	7,893	14,253
Contract services	14,523	7,589
Equipment leasing	2,240	2,220
Equipment purchases	22,278	13,508
Insurance	17,619	18,219
Office and general	50,890	47,158
Professional dues and membership	9,349	6,372
Professional fees	102,317	56,922
Public relations and community services	38,714	19,175
Rent and repairs	200,608	201,091
Salaries, labour and benefits	1,979,319	1,663,904
Special events	119,247	48,409
Staff related costs	138,120	143,716
Telephone, fax and cellular	33,259	27,910
	<u>2,818,698</u>	<u>2,325,142</u>
Excess of revenue over expenses before undernoted	190,603	254,438
Other revenues:		
Resource homes revenue	300,826	189,093
Other income (note 11)	286,230	276,252
	<u>587,056</u>	<u>465,345</u>
Excess of revenue over expenses	<u>\$ 777,659</u>	<u>\$ 719,783</u>

See accompanying notes to financial statements.

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

## Statement of Changes in Net Assets

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Net assets, beginning of year	\$3,268,036	\$2,548,253
Excess (deficiency) of revenue over expenses:		
Guardianship of resources (schedule 1)	310,768	-
Infrastructure (schedule 2)	356,249	(190,586)
Residential resources (schedule 3)	61,995	615,557
Family preservation (schedule 4)	-	294,812
Child protection	48,647	-
	777,659	719,783
Net assets, end of year	\$4,045,695	\$3,268,036

See accompanying notes to financial statements.

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

## Statement of Cash Flows

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 777,659	\$ 719,783
Items not involving cash:		
Amortization	56,782	70,635
Amortization of deferred capital contributions	(25,504)	(30,056)
	808,937	760,362
Changes in non-cash operating working capital:		
Decrease in accounts receivable	12,757	343,038
Decrease (increase) in prepaid expenses	38,187	(60,506)
Increase (decrease) in accounts payable and accrued liabilities	590,774	(102,385)
Increase (decrease) in deferred contributions	(741,064)	618,908
Increase in payroll liabilities	22,318	64,954
Decrease in due to Ministry of Children & Family Development	(943,891)	(1,044,290)
Increase in security deposits paid	(100)	-
	(212,082)	580,081
Financing:		
Proceeds from deferred capital contributions	-	9,450
Investing:		
Acquisitions of capital assets	(75,963)	(9,450)
Proceeds from long term investments	-	1,000,000
Decrease (increase) in short term investments	(493,042)	598,743
	(569,005)	1,589,293
Increase (decrease) in cash and cash equivalents	(781,087)	2,178,824
Cash and cash equivalents, beginning of year	4,674,777	2,495,953
Cash and cash equivalents, end of year	\$ 3,893,690	\$ 4,674,777

See accompanying notes to financial statements.

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

## Notes to Financial Statements

Year ended March 31, 2019

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Vancouver Aboriginal Child & Family Services Society (the "Society" or "VACFSS") was incorporated on May 28, 1992 under the laws of British Columbia. On May 3, 2017, the Society transitioned to the new Societies Act (British Columbia) after it came into effect on November 28, 2016. The Society is a registered charitable organization under the Income Tax Act and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

The purposes of the Society are to:

- (a) supply essential social services to aboriginal children and families who are at risk, and their communities, by:
  - (I) providing delegated child welfare and related services on behalf of government agencies.
  - (II) acting as a liaison between government agencies and aboriginal children, families and communities.
  - (III) assisting aboriginal children and families to reconnect with their communities, culture and heritage.
- (b) promote the well-being of aboriginal children and families, and encourage their full participation in Canadian society,
- (c) enter into contracts which may be conducive to the Society's aims with any person, corporation or government agency,
- (d) solicit, collect, receive, acquire, hold and invest money and property, both real and personal, received by gift, contribution, bequest devised, or otherwise, sell and convert property, both real and personal, into cash, and use the funds of the Society and proceeds, income, rent, and profits derived from any property of the Society in furtherance of the purposes set out above,
- (e) purchase, lease, sell or hold such property, equipment and materials as are deemed necessary to accomplish the Society's purposes, and
- (f) do all such things as may be necessary or conducive to the attainment of these purposes. The Society must primarily but not exclusively service aboriginal children, families and communities in the lower mainland of British Columbia.

### 1. Significant accounting policies:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the Chartered Professional Accountants ("CPA") Canada Handbook and include the following significant accounting policies:

- (a) Cash and cash equivalents:

Cash equivalents consist of high interest savings accounts held within investment portfolio.



# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

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## 1. Significant accounting policies (continued):

(b) Short-term investments:

Short-term investments represent guaranteed investment certificates and other savings deposits with maturity dates within twelve months of year-end.

(c) Long-term Investments:

Long-term investments are fixed income investments with maturity dates greater than twelve months from year-end.

(d) Capital assets:

Purchased capital assets are recorded at cost of acquisition plus any directly attributable cost of preparing the asset for its intended use. Amortization is provided using the declining balance method and following annual rates:

Asset	Rate
Office equipment	30%
Vehicles	30%
Computer	30%
Telephone equipment	30%
Computer software	100%

Leasehold improvements are amortized on a straight-line basis over the term of the lease.

When a capital asset no longer contributes to the Society's ability to provide services, its carrying amount is written down to its fair value.

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

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## 1. Significant accounting policies (continued):

### (e) Revenue recognition:

The Society follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the appropriate fund for the year in which the related expenses are incurred. Contributed capital assets or contributions restricted for the construction or purchase of capital assets are deferred and amortized into revenue on a declining balance basis, at a rate corresponding with the amortization rate for the related capital assets.

Revenue received for maintenance funding shortfalls of prior periods is recognized as revenue in the period received as the amount is not reasonably determinable at year end.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Interest income from cash, short-term investments and long term investments including fixed income investments is recognized over the terms of the respective investments using the effective interest method.

### (f) Employee future benefits:

The Society offers a pension plan with a defined benefit provision which covers all employees of the Society. The plan is administered by the Government of British Columbia and annual contributions to the pension plan, as advised by the plan administrators, are expensed when paid (note 10).

### (g) Financial instruments:

All financial assets except for investments that are quoted in an active market are measured at amortized cost. Amortized cost is the amount at which a financial asset is measured at initial fair value plus financing fees and transaction costs that are directly attributable to their acquisition. These financial assets are thereafter carried at cost plus the cumulative amortization of any difference between that initial amount and the maturity amount using the straight line amortization method.

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

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## 1. Significant accounting policies (continued):

### (g) Financial instruments (continued):

Equity instruments, if any that are quoted in an active market are stated at fair value. Changes in fair value are recognized in income in the period the changes occur. Transaction costs to acquire or dispose of these securities are recognized in net income in the period during which they are incurred.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Society determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the recoverable amount that could be realized from selling the financial asset or the amount that the Society expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Financial liabilities, including accounts payable and accrued liabilities are measured at amortized cost.

### (h) Measurement uncertainty:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Management reviews all significant estimates affecting its financial statements on a recurring basis and records the effect of any necessary adjustments in the year in which the estimates are revised. Actual results could differ from the estimates.

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

## 2. Bank facilities:

The Society has a line of credit facility of \$500,000, an equipment financing lease credit line of \$250,000 and Scotia business visa card facilities of \$125,000 which are secured by a general security agreement covering all personal property of the Society and by an authority to the bank to hold funds for \$500,000 in the form of a long-term non-redeemable GIC. As of March 31, 2019, none of bank's line of credit and leasing credit and \$40,879 of the visa card credit were utilised and recorded in accounts payable and accrued liabilities.

## 3. Short-term and long-term investments:

	2019	2018
Guaranteed Investment Certificates at cost plus accrued interest at rates varying between 2.050% to 3.130% per annum, maturing on varying dates from November 11, 2019 to November 9, 2020	\$ 2,000,000	\$ 1,506,958
Less: short-term	1,000,000	506,958
Long-term	\$ 1,000,000	\$ 1,000,000

## 4. Capital assets:

			2019	2018
	Cost	Accumulated amortization	Net book value	Net book value
Office equipment	\$ 327,150	\$ 297,154	\$ 29,996	\$ 32,325
Vehicles	102,442	95,354	7,088	9,605
Computer	592,484	420,915	171,569	142,847
Telephone equipment	248,296	239,477	8,819	11,950
Leasehold improvements	125,202	120,794	4,408	5,972
	\$ 1,395,574	\$ 1,173,694	\$ 221,880	\$ 202,699



# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

## 5. Deferred contributions:

Deferred contributions represent unspent resources externally restricted and unrestricted operating funding received in the current period that is related to the subsequent period. During the year, Ministry of Children and Family Development ("MCFD") has compensated the Entity for deficits incurred for the year ended March 31, 2018 by a waiver of the liability payable to them. This amount has been considered as a revenue for the year ended March 31, 2019.

Pursuant to a board resolution passed on March 25, 2014, it was resolved that effective April 1, 2013, future surpluses arising from restricted programs be transferred to the unrestricted fund to be used for any programs that require additional funding. Any deficits in restricted programs will be funded by the unrestricted fund.

During the year, the Society received \$744k from MCFD (by the way of reduction in the liability payable to MCFD during the year) to compensate the shortfall in budget in prior year. This amount has been recognised as revenue in the current year. All the surpluses remaining after interfund transfers have been transferred to the unrestricted fund which is consistently followed on an annual basis.

## 6. Due to Ministry of Children and Family Development:

The amount due to MCFD relates to the Society's use of the Ministry's child placement resources. The amount is without interest or specific terms of maturity.

## 7. Deferred capital contributions:

Deferred contributions related to capital assets represent the unamortized portions of equipment and leasehold improvements acquired with restricted contributions.

The changes for the year in the deferred contributions balances are as follows:

	2019	2018
Balance, beginning of year	\$ 92,029	\$ 112,635
Proceeds from deferred capital contributions	-	9,450
Amortization of deferred capital contributions	(25,504)	(30,056)
Balance, end of year	\$ 66,525	\$ 92,029

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

## 8. Invested in capital assets:

(a) Invested in capital assets is calculated as follows:

	2019	2018
Capital assets	\$ 221,880	\$ 202,699
Amounts financed by:		
Deferred contributions related to capital assets	(66,525)	(92,029)
	\$ 155,355	\$ 110,670

(b) Change in net assets invested in capital assets is calculated as follows:

	2019	2018
Deficiency of revenue over expenses:		
Amortization of deferred capital contributions	\$ 25,504	\$ 30,056
Amortization of capital assets	(56,782)	(70,635)
	(31,278)	(40,579)
Net change in investment in capital assets:		
Purchase of capital assets with unrestricted funds	75,963	-
	\$ 44,685	\$ (40,579)

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

## 9. Operating lease commitments:

The Society occupies leased premises in various buildings under operating leases. The annual charges consist of the basic rent and the proportion share of operating expenses. The Society also leases various office equipment and automobiles which are held under operating leases.

The future minimum operating lease payments in respect of office premises, automobiles and equipment for each of the next five years and thereafter are as follows:

2020	\$ 1,011,173
2021	949,199
2022	37,339
2023	15,756
2024	15,756
Thereafter	5,252
	<hr/>
	\$ 2,034,475

## 10. Pension plan:

VACFSS and its employees contribute to the Public Service Pension Plan (a jointly trustee pension plan). The Public Service Pension Board of Trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at March 31, 2019, the plan has about 62,000 active members and approximately 46,000 retired members.

The latest actuarial valuation as at March 31, 2017, indicated a funding surplus of \$1,896 million for basic pension benefits. The next valuation will be March 31, 2020.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

VACFSS paid approximately \$844,911 (2018 - \$804,022) for employer contributions to the plan during the year-ended March 31, 2019.

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

## 11. Other income:

	2019	2018
Culturally Relevant Urban Wellness ("CRUW") grants	\$ 62,281	\$ 113,078
Conference – Strengthening our Relations	92,629	-
Donations	16,008	16,812
Interest income	109,529	96,407
Miscellaneous income	5,783	8,845
Strengthening Families grants	-	41,110
	\$ 286,230	\$ 276,252

## 12. Healthcare benefit plan:

Healthcare Benefit Trust ("HBT") is a not-for-profit health and welfare trust that provides group health and welfare benefits on behalf of participating employers for nearly 100,000 eligible employees, their eligible dependents, and beneficiaries employed in health care and social services in British Columbia and the Yukon. The Trust was established in 1979 by the Health Labour Relations Association ("HLRA"), now part of the Health Employers Association of BC ("HEABC").

VACFSS is a member of the Community Social Services Employers' Association that entered into a contractual agreement with the trustees of the HBT as a participating employer to participate in the Community Social Services Group Benefits plan.

Under the agreement, if the Society was to leave the plan for any reason, it will be subject to an exit levy representing its share of any unfunded actuarial liabilities in respect of all the benefit programs that the Society participated in, as of the termination date.

As at March 31, 2019, there was no exit levy payable that was associated with VACFSS.

## 13. Financial risks and concentration of credit risk:

### (a) Liquidity risk:

Liquidity risk is the risk that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operational requirements. The Society prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.



# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

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## 13. Financial risks and concentration of credit risk (continued):

### (b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Society is exposed to credit risk with respect to its cash, investments, and accounts receivable. The Society assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. Cash and investments are held with a large Canadian bank and credit risk is considered low.

### (c) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. It is management's opinion that the Society is not exposed to significant currency risk or other price risk.

### (d) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The fair values of fixed rate financial instruments are subject to change, since fair values fluctuate inversely with changes in market interest rates. The cash flows related to floating rate financial instruments change as market interest rates change. The Society is exposed to interest risk on its fixed income securities (note 3) and manages that risk by using a portfolio with varying terms to maturity.

There have been no changes to these risks from the prior year.

## 14. Economic dependence:

The Society is dependent on the Ministry of Children and Family Development to provide sufficient funds to continue operations, replace essential equipment and complete its capital projects.

# VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2019

## 15. Disclosure of remuneration:

The information requirements, under section 36(1) of the Societies Act (British Columbia) with regards to the disclosure obligations of the society's directors, employees and contractors, remuneration are as follows:

### Directors and officers:

	Amount as a director	Amount other than as a director	Capacity
Treasurer	\$ -	\$ 500	Interview panel
Director	-	9,500	Program support
	\$ -	\$ 10,000	

### Employees and contractors:

During the year, the Society paid \$8,776,235 (2018 - \$8,447,321) to the 10 most highly remunerated employees and contractors.

## 16. Comparative information:

Certain comparative information has been reclassified to conform with current year's financial statement presentation.

# VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Guardianship and Resources (R00139809)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 5,270,533	\$ 4,243,761
CRUW grant	62,281	113,078
Other income	12,008	16,812
	<u>5,344,822</u>	<u>4,373,651</u>
<b>Deferred contributions:</b>		
Related to operations - recognized (carried forward) in year	(515,070)	(221,861)
Related to capital assets amortization	3,537	3,537
	<u>(511,533)</u>	<u>(218,324)</u>
	4,833,289	4,155,327
<b>Direct program costs:</b>		
Automobile expenses	92,193	85,494
Contract services	163,665	148,465
Cultural intervention costs	205,556	189,787
Program supplies	418	338
Salaries and benefits	3,214,410	2,984,949
Staff expenses	28,516	19,708
Telephone and cellular	11,814	6,498
	<u>3,716,572</u>	<u>3,435,239</u>
<b>Child-in-care costs:</b>		
Allowances/dental	21,373	18,289
Client minding costs	33,167	57,998
Client travel	217,341	154,996
Clothing grant	12,161	15,221
Equipment	3,932	17,843
Education/school events	98,131	82,030
Foods and household	108,160	95,504
Living with family and friends	54,941	19,285
Medical expenditures	52,878	47,163
Others	212,434	185,018
Professional support and services	110,807	99,550
Recognizing milestones	3,405	3,558
	<u>928,730</u>	<u>796,455</u>
<b>Net funding contribution</b>	<u>\$ 187,987</u>	<u>\$ (76,367)</u>

# VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Guardianship and Resources (R00139809) (continued)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Services costs:		
Amortization	\$ 12,927	\$ 17,924
Equipment leasing	4,202	2,471
Equipment purchases	8,601	6,684
Office and general	79,439	54,842
Public relations and community services	4,580	3,569
Rent	494,904	460,136
Salaries, labour and benefits	486,574	423,064
Security	1,395	576
Special events	567	444
Staff related costs	19,995	27,540
Telephone fax and cellular	45,003	42,714
	1,158,187	1,039,964
Deficiency of revenues over expenses before transfers	(970,200)	(1,116,331)
Interfund transfers	1,280,968	1,116,331
Excess of revenues over expenses for the year	\$ 310,768	\$ -



# VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Infrastructure (R000139810)

Schedule of Revenues and Expenses

Schedule 2

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 2,350,969	\$ 1,974,782
Other income	209,904	101,352
	<u>2,560,873</u>	<u>2,076,134</u>
<b>Deferred contributions:</b>		
Related to operations - recognized (carried forward) in year	545,580	-
Related to capital assets amortization	9,505	14,059
Related to capital assets purchases	-	(9,450)
	<u>555,085</u>	<u>4,609</u>
<b>Net funding contributions</b>	<b>\$ 3,115,958</b>	<b>\$ 2,080,743</b>
<b>General and administrative expenses:</b>		
Annual general meeting	\$ 1,462	\$ 2,962
Amortization	17,953	19,608
Bank charges and interest	7,108	6,446
Board expenses	55,799	25,680
Computer support	7,893	14,253
Contract services	14,523	7,589
Equipment leasing	2,240	2,220
Equipment purchases	22,278	13,508
Insurance	17,619	18,219
Office and general	50,890	47,158
Professional dues and memberships	9,349	6,372
Professional fees	102,317	56,922
Public relations and community services	38,714	19,175
Rent and repairs	200,608	201,091
Salaries, labour and benefits	1,979,319	1,663,904
Special events	119,247	48,409
Staff related costs	138,120	143,716
Telephone fax and cellular	33,259	27,910
	<u>2,818,698</u>	<u>2,325,142</u>
<b>Excess (deficiency) of revenues over expenses before transfers</b>	<b>297,260</b>	<b>(244,399)</b>
<b>Interfund transfers</b>	<b>58,989</b>	<b>53,813</b>
<b>Excess (deficiency) of revenues over expenses for the year</b>	<b>\$ 356,249</b>	<b>\$ (190,586)</b>

# VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 19,484,015	\$ 20,975,926
Resource homes revenue	300,826	189,093
Other income	-	150
	19,784,841	21,165,169
<b>Deferred contributions:</b>		
Related to operations - recognized (carried forward) in the year	944,964	-
	20,729,805	21,165,169
<b>Direct program costs:</b>		
Automobile expenses	1,512	1,090
Contract services	179,938	186,262
Cultural intervention costs	5,390	3,066
Out of care maintenance	737,786	-
Program activities and miscellaneous	5,850	618
Program supplies	6,816	-
Residential resources costs	18,480,596	18,102,662
Salaries and benefits	92,263	92,031
	19,511,951	18,385,729
<b>Caregiver costs:</b>		
Caregivers expenses	547,475	459,409
Foster parent appreciation night	18,411	19,821
Foster parent recruitment	11,603	9,299
Kiwassa Housing	64,193	60,180
	641,682	548,709
<b>Net funding contributions</b>	<b>\$ 576,172</b>	<b>\$ 2,230,731</b>

# VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808) (continued)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
<b>Service costs:</b>		
Automobile expenses	\$ 1,029	\$ 522
Equipment leasing	96	53
Equipment purchases	9	513
Office and general	790	505
Public relations and community services	169	81
Rent and repairs	10,479	10,207
Salaries, labour and benefits	15	514
Special event	6,266	4,294
Staff related costs	1,613	1,347
Telephone fax and cellular	2,075	846
	<b>22,541</b>	<b>18,882</b>
Excess of revenues over expenses before transfers	553,631	2,211,849
Interfund transfers	(491,636)	(1,596,292)
Excess of revenues over expenses for the year	\$ 61,995	\$ 615,557

# VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Family Preservation (R000139806)

Schedule of Revenues and Expenses

Schedule 4

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 2,745,820	\$ 2,663,904
Other income	2,037	41,360
	<u>2,747,857</u>	<u>2,705,264</u>
<b>Deferred contributions:</b>		
Related to capital assets amortization	7,053	7,052
	<u>7,053</u>	<u>7,052</u>
	2,754,910	2,712,316
<b>Direct program costs:</b>		
Automobile expenses	14,890	16,221
Client assistance and travel	8,809	7,220
Contract services	276,420	1,097,581
Cultural intervention costs	17,393	12,756
Program services	189,081	221,641
Program supplies	8	729
Salaries and benefits	1,261,818	1,240,563
Telephone and cellular	7,107	4,063
	<u>1,775,526</u>	<u>2,600,774</u>
<b>Net funding contributions</b>	<b>\$ 979,384</b>	<b>\$ 111,542</b>
<b>Service costs:</b>		
Amortization	\$ 8,000	\$ 10,831
Consulting fees	300	9,440
Contract services	482	380
Equipment leasing	2,540	3,089
Equipment purchases	4,384	4,907
Office and general	27,385	21,770
Public relations and community services	-	186
Rent and repairs	203,499	210,137
Salaries, labour and benefits	178,212	183,567
Special events	7,284	1,811
Staff related costs	8,450	3,759
Telephone fax and cellular	21,104	22,856
	<u>461,640</u>	<u>472,733</u>
<b>Excess (deficiency) of revenues over expenses before transfers</b>	<b>517,744</b>	<b>(361,191)</b>
<b>Interfund transfers</b>	<b>(517,744)</b>	<b>656,003</b>
<b>Excess of revenues over expenses for the year</b>	<b>\$ -</b>	<b>\$ 294,812</b>

# VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Child Protection (R000139811)

Schedule of Revenues and Expenses

Schedule 5

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 7,591,615	\$ 7,532,102
Other income	-	3,500
	7,591,615	7,535,602
<b>Deferred contributions:</b>		
Deferred contributions, related to operations - recognized	(234,410)	-
(carried forward) in year	-	(397,047)
Related to capital assets amortization, recognized		
in the current year	5,409	5,408
	(229,001)	(391,639)
	7,362,614	7,143,963
<b>Direct program costs:</b>		
Automobile expenses	68,160	55,299
Contract services	74,520	59,111
Program supplies	-	423
Salaries and benefits	3,773,856	3,805,443
Staff expenses	3,280	400
Telephone and cellular	15,706	10,377
	3,935,522	3,931,053
<b>Child-in-care costs:</b>		
Allowances for inter/out provincial transfers	9,617	5,522
Camp costs	10,149	8,073
Client minding costs	34,157	54,867
Client travel	628,174	62,249
Clothing grant	16,225	14,524
Education/school events	3,680	3,566
Equipment	6,008	4,536
Foods and household	32,616	24,426
Good and services	6,723	16,947
Medical/dental expenses	18,880	31,881
Others	7,793	5,114
Recognizing milestones	5,102	1,919
	\$ 779,124	\$ 233,624



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

Child Protection (R000139811) (continued)

Schedule of Revenues and Expenses

Schedule 5

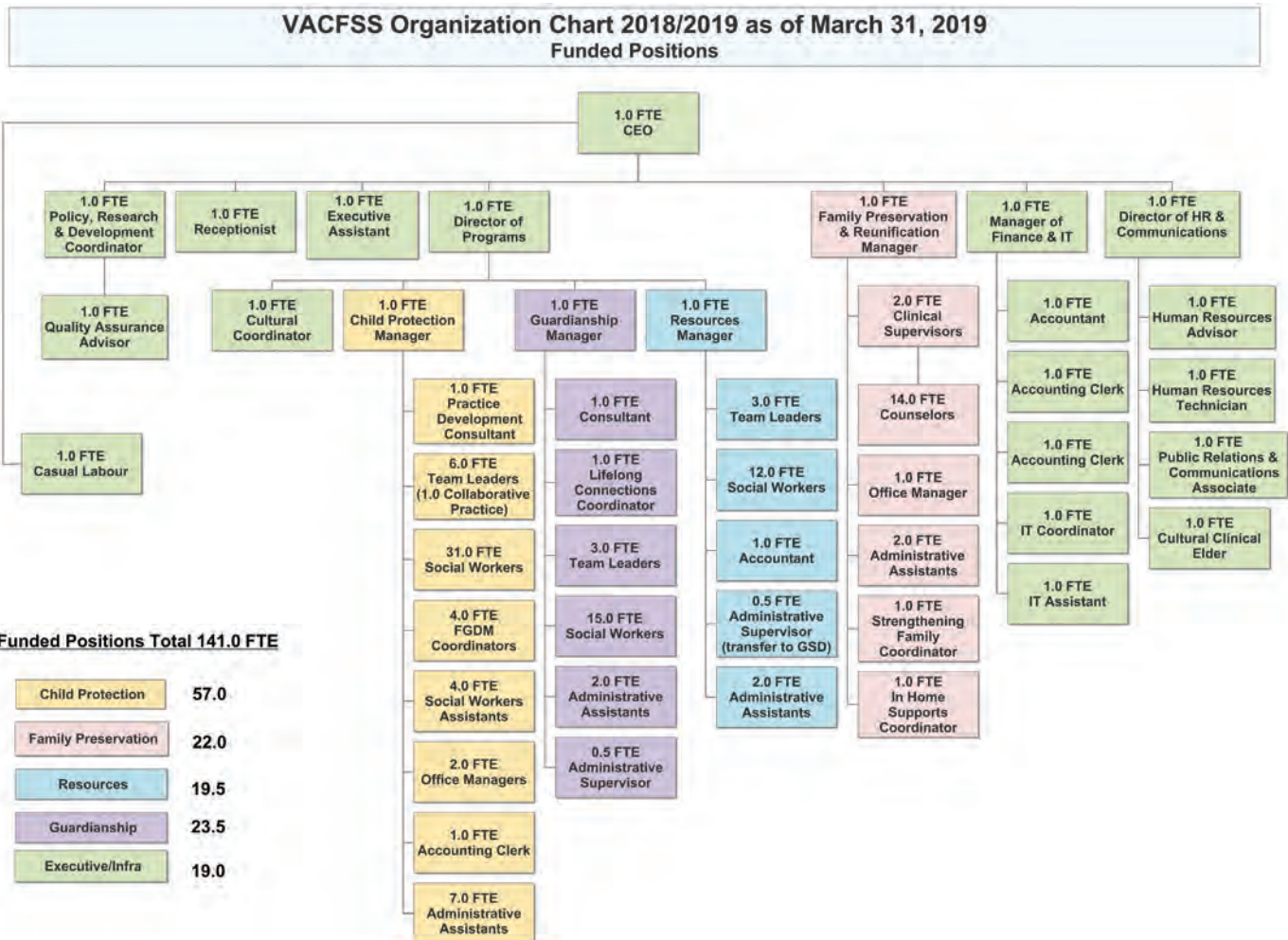
Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Other program costs:		
Out-of-care children	\$ 7,317	\$ 8,163
Out-of-care caregivers	21,343	10,831
Out-of-care maintenance	238,339	877,052
Family support expenses	494,545	402,231
Cultural intervention costs	33,250	20,951
Collaborative practice costs	8,470	12,920
Foster parent recruitment	496	-
Automobile costs	-	100
	803,760	1,332,248
Net funding contributions	1,844,208	1,647,038
Services costs:		
Amortization	17,902	22,273
Bank charges and interest	242	75
Contract services	1,767	1,220
Equipment leasing	6,509	5,309
Equipment purchases	9,072	5,195
Office and general	89,791	93,057
Rent	674,984	674,309
Salaries, labour and benefits	586,146	558,398
Special events	1,576	314
Staff related costs	27,196	3,957
Telephone fax and cellular	49,799	53,076
	1,464,984	1,417,183
Excess of revenues over expenses before transfers	379,224	229,855
Interfund transfers	(330,577)	(229,855)
Excess of revenues over expenses for the year	\$ 48,647	\$ -

# COMMUNITY PARTNERS

- ▶ Aboriginal Friendship Centre Society
- ▶ Aboriginal Front Door Society
- ▶ ACCESS
- ▶ Asante Centre
- ▶ Aboriginal Mother Centre Society
- ▶ Aboriginal Wellness Program
- ▶ Association of Neighbourhood Houses BC (ANHBC)
- ▶ Atira Women's Resource Society
- ▶ Ayas Men Men Child & Family Services
- ▶ Baby Go Round
- ▶ Battered Women's Service Society
- ▶ BC Federation of Foster Parent Associations
- ▶ BC Housing, Vancouver Coastal Region
- ▶ BC Women's Hospital & Health Centre
- ▶ Big Brothers of Greater Vancouver
- ▶ Big Sisters of BC
- ▶ Boundaries Program
- ▶ Broadway Youth Resource Centre
- ▶ Centre for Sustainable Food Systems at UBC Farm
- ▶ Circle of Friends Society
- ▶ Child & Adolescent Response Team (CART)
- ▶ Child & Family Clinic (BC Children's Hospital) Children's Foundation
- ▶ Community Living British Columbia
- ▶ Community Social Services Employers Assoc.
- ▶ Connexus Family & Children Services
- ▶ Crabtree Corner
- ▶ Downtown Eastside Women's Centre (DTEWC)
- ▶ Drake Medox Health Services
- ▶ Family Services of Greater Vancouver
- ▶ Federation of BC Youth in Care Networks
- ▶ First Nations Health Authority
- ▶ Fostering Early Development Program
- ▶ Fraser Valley Aboriginal Child and Family Services
- ▶ Gitxsan Child & Family Services Society
- ▶ Greater Vancouver Food Bank
- ▶ Healthiest Babies (Costal Health)
- ▶ Hollyburn Family Services
- ▶ Indigenous Perspectives Society
- ▶ Kiwassa Neighbourhood House
- ▶ Legal Services Society
- ▶ Lu'ma Native Housing Society
- ▶ Métis Family Services
- ▶ Metro Vancouver Aboriginal Executive Council
- ▶ Mileu Children and Family Services
- ▶ Ministry of Children & Family Development
- ▶ Mosaic
- ▶ MVISS
- ▶ Native Courtworkers & Counselling
- ▶ NICCSS
- ▶ Pacific Association of First Nations Women
- ▶ Quest Food Exchange
- ▶ Raven Song Community Health Centre
- ▶ Ray-Cam Co-operative Centre
- ▶ Representative for Children & Youth
- ▶ Safe Babies Program
- ▶ Sheway
- ▶ Sorella House for Women
- ▶ SOS Children's Village
- ▶ Stone House Child & Youth Services
- ▶ Strive Living Society
- ▶ Sunny Hill Health Centre for Children
- ▶ Surrounded by Cedar Child and Family Services
- ▶ The Sanctuary Stabilization Program
- ▶ Treehouse
- ▶ Union Gospel Mission
- ▶ Urban Native Youth Association
- ▶ Vancouver Coastal Health / Mental Health Services
- ▶ Vancouver Resources Society
- ▶ Warriors Against Violence Society
- ▶ Watari Counselling & Support Services
- ▶ WJS | Shortstop Youth Resources

# ORGANIZATIONAL CHART





# CONTACT US

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Toll Free: 1-877-982-2377

CP Toll Free: 1-877-331-4505

AFTER HOURS: 604-310-1234

E-mail: [info@vacfss.com](mailto:info@vacfss.com)

Web: [www.vacfss.com](http://www.vacfss.com)

## **DESIGN AND LAYOUT:**

Meaghan Hume & Nelson Hang